

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF
WORKFORCE DEVELOPMENT

SKILLING-UP MISSOURI'S WORKFORCE FOR FAMILY-SUPPORTING CAREERS



ANNUAL REPORT



SKILLING-UP MISSOURI'S WORKFORCE FOR FAMILY-SUPPORTING CAREERS



DWD Leadership Team pictured from left to right: standing – Mark Bauer, Workforce Services; Amy Deem, Business and Industry Services; Rod Nunn, Director; Roger Baugher, Performance and System Redesign; seated - Dawn Busick, Assistant Director for Operations, Donna Prenger, Assistant Director for Administration.

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OFFICE OF THE GOVERNOR

STATE OF MISSOURI
JEFFERSON CITY
(573) 751-3222
<http://go.missouri.gov>

MATT BLUNT
GOVERNOR

ROOM 216
STATE CAPITOL
65101

Dear Fellow Missourian:

Missouri's greatest economic asset is its outstanding workforce. As Governor, I have had the privilege of traveling our state extensively to meet men and women with strong, traditional work ethics that have made our country an economic leader and a beacon of opportunity to the world.

I am not alone in this assessment. Since January 2005 companies like T-Mobile and Express Scripts among others have selected the Show-Me State for growth and expansion opportunities citing the quality of our workforce. The implementation of real lawsuit reform, workers' compensation reform and the Quality Jobs Initiative have had a significant impact on our state economy contributing to the creation of more than 38,000 new jobs.

The Division of Workforce Development helps working families acquire training and skills necessary to take advantage of the positive changes we are seeing as we continue to move forward in the global economy. They have numerous success stories of assisting Missourians who want to help themselves and their family's live better lives.

I am deeply appreciative of their work and will continue to be a strong supporter of their efforts to help enhance opportunities for all Missourians.

Sincerely,

A handwritten signature in black ink that reads "Matt Blunt".

Matt Blunt

DIRECTOR'S ACKNOWLEDGMENT



As the Director of the Missouri Director of Economic Development, I am proud of the accomplishments our team, including the Division of Workforce Development has made over the last two years.

Under the leadership of Governor Matt Blunt we have focused this important state agency on two key goals, attracting and retaining good jobs. Economic prosperity is tied to the quality of the workforce.

The Division of Workforce Development plays a vital role in our ongoing efforts to sell Missouri to out-of-state companies looking to relocate as well as those within our borders who are considering expansion opportunities.

There is no business incentive more valuable than a skilled workforce and the Division of Workforce Development works diligently to provide Missourians with a variety of training opportunities to help Missouri workers improve their employment opportunities and are developing innovative ways to streamline the delivery of workforce services.

In the coming years we will continue our work to help prepare the greatest workforce in the world for the demands of the global economy so that Missouri can be a leader in the development of good, family supporting jobs.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Steinhoff".

Greg Steinhoff



On behalf of the Division of Workforce Development and its partner agencies, I am proud to provide this Annual Report on Missouri's workforce development activities for Fiscal Year 2006. We are proud to showcase the many ways that

we are pioneering strategies adapted to current market conditions to "skill-up" Missourians for quality, family supporting careers. This means implementing changes inside and out and reengineering our services to better respond to dynamic economic forces. We are building a new system around adherence to eight values: customer focus, competitiveness, innovation, accountability, strategic alliances, forward thinking, excellence, and adaptability. You will see how powerfully our strategies support these values.

Both Governor Matt Blunt's and DED Director Greg Steinhoff's charge to DWD was to contribute to the creation of a more competitive Missouri and to ensure that Missouri continues to have the "greatest workforce in the world". We are passionately and skillfully reimagining workforce excellence in the new economy to fulfill this vision. This report highlights several key examples of what we have accomplished, and what we are working to accomplish in order to provide Missouri businesses and citizens a demand-driven, world-class workforce system.

Sincerely,

A handwritten signature in black ink, appearing to read "Roderick Nunn".

Roderick Nunn



STATE WORKFORCE BOARD



*Acting MTEC
Chair, Dr. Lewis
Chartock*

The Missouri Training and Employment Council (MTEC) is the State's policy council on workforce issues. The Council is committed to maintaining a vigorous economy through a highly skilled and globally competitive workforce that allows all Missourians the opportunity to reach their full potential. MTEC is helping Missouri secure a competitive advantage in the global economy by providing leadership in the creation of a world-class workforce system through the development of systemic policies, plans and standards that promote best practices.



*MTEC Executive
Director, Rose
Marie Hopkins*

Among MTEC's recent action items are introduction of One Stop Chartering criteria to apply consistent services and quality improvement standards in the 40+ Missouri Career Centers. The Chartering process has incorporated Baldrige principles to promote workforce excellence in the corporate One-Stop environment. MTEC has also been integral in promoting the Missouri Career Readiness Certificate (MoCRC) to the business and education communities. The purpose of this effort is to assist employers in connecting the right people to the right jobs. Using the MoCRC, employers will have a better understanding of the skills an individual will bring to the job, which will assist employers in determining if any additional training might be required for that employee. This will be a powerful economic development tool as an effective way to exhibit the workforce skills available in a particular area of the state. We will elaborate more on these initiatives in this report.

Dr. Lewis Chartock is currently the Acting Chair of the Missouri Training and Employment Council. Dr. Chartock has been serving in this capacity since October. He was originally appointed to MTEC in 2001 and also serves as the Chair of the Executive Committee. Dr. Chartock is the President/CEO of MERS/Missouri Goodwill Industries, headquartered in St. Louis, and serves in a variety of community leadership positions in the St. Louis area.

MTEC MEMBERS

BUSINESS, INDUSTRY AND AGRICULTURE

Richard Jennett, M. D., Jefferson City Medical Group
Garland Barton, DRS Sustainment Systems, Inc.
Miguel Meneses, Hispanic Chamber of Commerce of Greater KC
Christopher Filer, NeCo Seed Farms, Inc.
Herbert J. Schmidt, Contract Freighters, Inc.
Anita Coulter, Kawasaki Motors
Ajamu Webster, DeBois Consultants, Inc.
Edward Bryant, Pfizer, Inc.
Vacancy

STATE AND LOCAL GOVERNMENT OR AGENCIES

Gregory Steinhoff, Department of Economic Development
John "Gil" Kennon, Mineral Area College
Nancy Headrick, Dept. of Elementary & Secondary Education
Richard Payne, Cape Girardeau Technical School
Katharine Barondeau, Dept. of Labor & Industrial Relations
Henry Shannon, St. Louis Community College
Amber Boykins, General Assembly
Vacancy

LABOR AND COMMUNITY BASED ORGANIZATIONS

Gloria Carter-Hicks, Hicks-Carter-Hicks, LLC
Herb Johnson, Missouri AFL-CIO
John Gaal, Carpenters' District Council
Jerald Pelker, LABORER'S AGC Training
Deb Vandevender, Grundy Electric Coop
Lewis Chartock, MERS/MO Goodwill Industries (Acting Chair)
Brenda Wrench, Urban League (not-for-profit)
Cheryl Thruston, AFL-CIO
Jesse C. Caudle, United Auto Workers

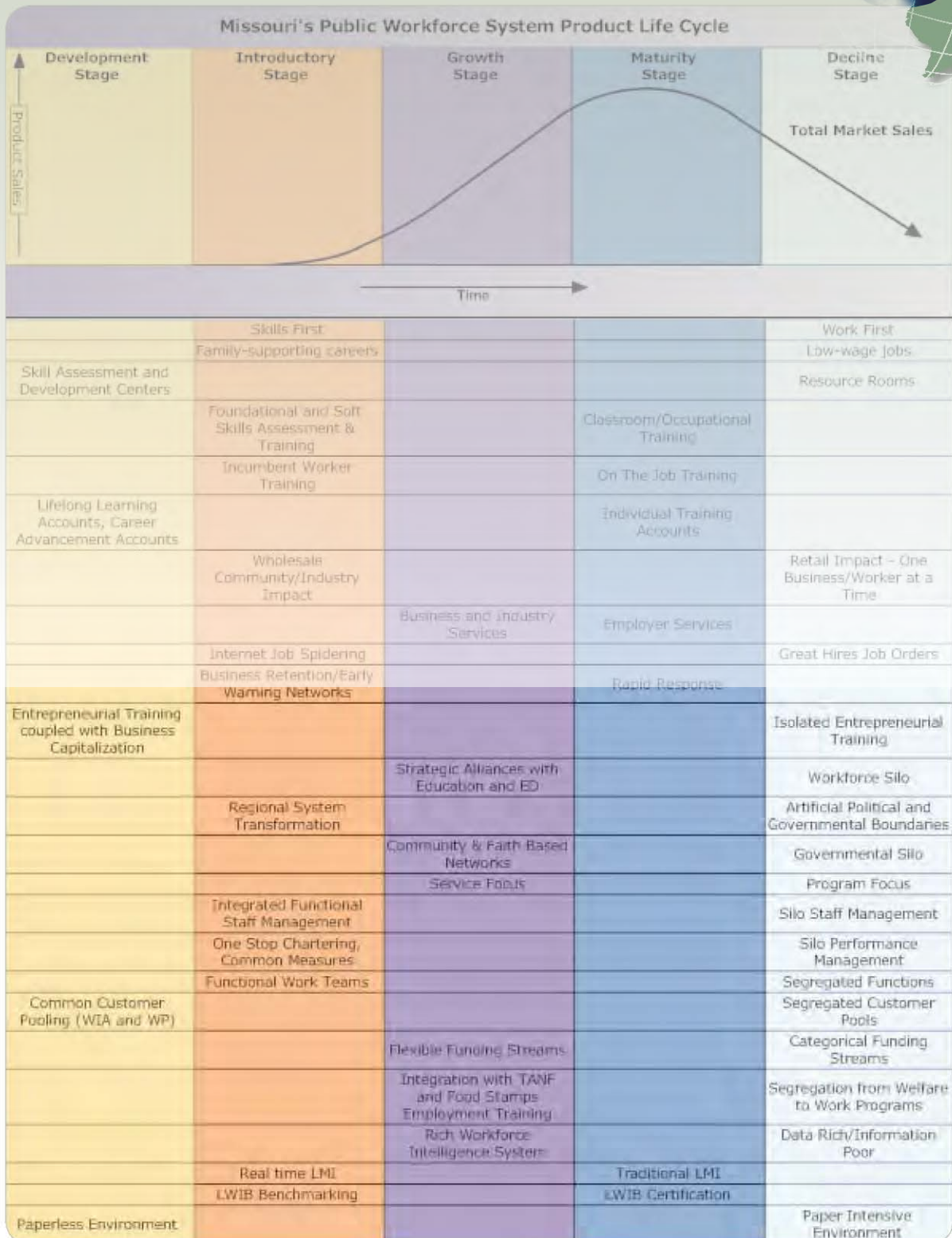
PUBLIC MEMBERS

Donald Hester, Gold Member
Mary V. Moore Johnson, Gold Member
Joseph Knodell, Ozark Foothills Regional Planning Commission
Vacancy

Typically, government lags far behind the private sector in adapting to new ways of doing business. One useful way of looking at our 'workforce corporation' is through the eyes of a product life cycle. Notice the number of 'products' or 'philosophies' that are shifting as the world changes. DWD is adapting by developing and introducing market-driven workforce solutions to keep pace with today's rapidly changing economy.

"The first rule for public sector managers: if the horse is dead, DISMOUNT!"

- Dan Fenn, Harvard University Professor



WIRED

The OneKC WIRED (Workforce Innovation in Regional Economic Development) initiative represents a collaborative partnership strategically designed to drive significant economic and workforce development transformation within a bi-state region of 18 counties in the greater Kansas City area, transcending artificial political and service delivery boundaries. The Division of Workforce Development serves as the grant recipient for a \$15 million USDOL ETA grant award representing both the State of Kansas and the State of Missouri. The OneKC WIRED initiative's goal is to integrate and build upon a collection of new and cur-

rently independent activities, which will lead to an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future needs.

OneKC WIRED particularly targets the high growth/high demand industries of advanced manufacturing, health-care and biotechnology. The major pillars of public workforce system activities within WIRED include Regional Training Accounts paired with work based learning and work supports for the underemployed, the unemployed and disadvantaged youth; a demonstration of Lifelong Learning

Accounts (LiLAs) – comparable to 401Ks for education and training; and the creation of one common assessment and remediation system for basic work-place readiness, soft skills and career planning. All of these solutions are being planned by a Regional Workforce Development Council consisting of workforce, education, business and industry representatives from seven local workforce areas (three from Kansas and four from Missouri). This year's Governor's Conference on Workforce Development featured many of the partners who are making this initiative a reality in the Kansas City Area.

OneKCWIRED Partners:

Federal Project Leads

Maria Flynn, Administrator, US Dept. of Labor, ETA
Linda Fowler, Administrator, US Department of Commerce, NIST

OneKC WIRED Steering Committee

Scott Anglemeyer – Executive Director, Workforce Partnership (Kansas)
Dawn R. Busick – Assistant Division Director, MO Div. of Workforce Development
Kendall Cobb – Senior Project Director, MO Enterprise Business Assistance Center
Michael Dunaway – Senior Vice President, Metropolitan Healthcare Council
Kent Eckles – East Central Regional Director, Kansas 1st (KS Dept. of Commerce)
Blake Flanders – Director of Workforce Training & Education (KS Dept. of Commerce)
Keith Gary – Director of Program Development, Kansas City Area Life Sciences Institute
Wayne Giles – Chairman Emeritus, Metropolitan Community College
Kent Glasscock – Executive Vice President, NISTAC
Dana Grove – Executive Vice President for Academic Affairs, Johnson County Community College
Karen Krumme – Program Manager, University of Kansas Continuing Education
Clyde McQueen – President & CEO, Full Employment Council (Missouri)
Roderick Nunn – Director, MO Div. of Workforce Development
Gary Sage – President, Metropolitan Community College-Business & Technology
Paul Scianna – Executive Director, AIM-KC / OneKC WIRED Project Director
Susan Wally – Executive Director, PREP-KC

Technical Assistance Providers

Pam Tate, President and CEO, Council for Adult and Experiential Learning
Deborah Wince-Smith, President, Council on Competitiveness
Richard Sealine, CEO and Principal, New Economy Strategies

Fiscal Agent

David Warm, Executive Director, Mid-America Regional Council, MARC
Dorothy Pope – Director of Financial Affairs, MARC
Dean Katerndahl – Government Innovations Forum Director, MARC



Lifelong Learning Accounts

Lifelong Learning Accounts (LiLAs) are employer-matched, portable individual savings accounts used to finance education and training – like a 401(k) for skill building and career advancement. With LiLAs, workers can upgrade their skills and knowledge to meet the needs of business and industry while achieving their career goals. LiLAs serve as a new tool to assist workers, particularly those in lower wage and lower skilled positions, by improving their access to education and training for career advancement and encouraging businesses to provide educational benefits to their employees. LiLAs also aid businesses by improving their ability to attract and retain capable employees and increase productivity. The LiLA pilot program is identified within the Kansas City Region OneKC WIRED \$15 million Grant Award the State of Missouri Department of Economic Development attained in 2006 and is one of three regional demonstrations in the Country. This program can prove to be a long-term solution for workers who desire additional education and training but lack the financial resources necessary to pursue those desires. DWD is looking to gain insight from the demonstrations to launch statewide LiLA offerings in Missouri.

Missouri's Workforce Regions



Regional Profile: Continuing Education for Health Care Professionals

The Northeast Region has developed an innovative program to target a special need for health care workers in the area. Recent findings by the local businesses and workforce development partners in the Northeast Region found that they were having difficulty maintaining an adequate supply of healthcare professionals in the rural areas. To address this shortage, the Region has designed a project that will provide additional continuing education opportunities for 20 new health-care professionals as they transition from their training into practice. By providing these opportunities locally, these professionals will not need to leave the area to seek this type of training, and will then continue to practice in rural Northeast Missouri, maintaining health services for the area.

LiLA Model Features (Developed by the Council for Adult & Experiential Learning --CAEL):

- **Universal LiLA Eligibility:** All individual workers would be eligible for accounts.
- **Broad Use of Funds:** Individual learning needs vary. That's why LiLAs can be used for a wide variety of educational expenses, including tuition and fees assessments, supplies, materials, and books.
- **Portability:** The LiLA funds always stay with the individual, regardless of the person's current employer or employment status.
- **Voluntary Participation:** Individuals and employers have the option of participating. The design encourages and facilitates widespread participation.
- **Sources of Funding:** LiLA accounts are funded through individual contributions, employer matches, and potential matches from third party sources. The third party funds can be in the form of foundation or public sector funding allocations, or federal or state tax credits.
- **Informed Choice:** Individual participants choose the training and education they need to meet their career goals based on a learning plan developed with the assistance of education and career advisors.

Alchemy SISTEM

DWD implemented a state-of-the-art training medium in 2006 designed to upgrade the skills of Missouri job seekers and workforce professionals in its 40+ One-Stop Career Centers. The Standard Industry Skills Training and Educational Media product known as (SISTEM) was developed by Alchemy Systems L.L.P. The training, which is interactive and competency-based, allows DWD to streamline its training delivery to customers and staff while still allowing for consistency and local customization.

Initially, the standardized content will include basic job readiness workshops to include resume writing, job search techniques, financial literacy, customer service and soft skills, such as problem solving, communication, and time management. Additional modules are being developed with content customized to meet the needs of business and industry (e.g., teamwork, problem solving, customer focus, etc.)

Regional Profile: Training Innovation in the Southwest Region

Southwest Missouri's newest training sensation continues to gain ground. The Alchemy SISTEM training is now being utilized by several manufacturers in areas like industrial safety, job success, and leadership training for new supervisors. Businesses and organizations that have used SISTEM say their employees actually look forward to training. On October 25th, 2006, approximately 45 students in two groups (shown below) rotated through three Alchemy SISTEM modules at the Joplin Career Center. The training was part of a joint initiative between the WIB, Career Center, and the Joplin Area Chamber of Commerce. The Chamber's Youth Outreach Workforce Partnership provides basic training, career planning and work-readiness skills through workshops, tours at local businesses (healthcare, retail, banking, and manufacturing), and presentations by business leaders at these companies on what it takes to succeed. The training event for the Joplin High School youth at the Career Center focused on customer service, appropriate behavior in the workplace, and problem solving. Throughout the Southwest region (Missouri's first to implement Alchemy), new curriculum modules are underway to meet increased demand and interest by local businesses. Here's just some of the subjects covered by the modules: Industry Safety, Basic Supervision, Job Success Training, as well as industry specific subjects, like Vegetable Packing and Food Processing. The first quarter of 2007 will bring new topics to SISTEM such as customer service, attendance, telephone etiquette, business etiquette, letter writing, communication and goal setting.

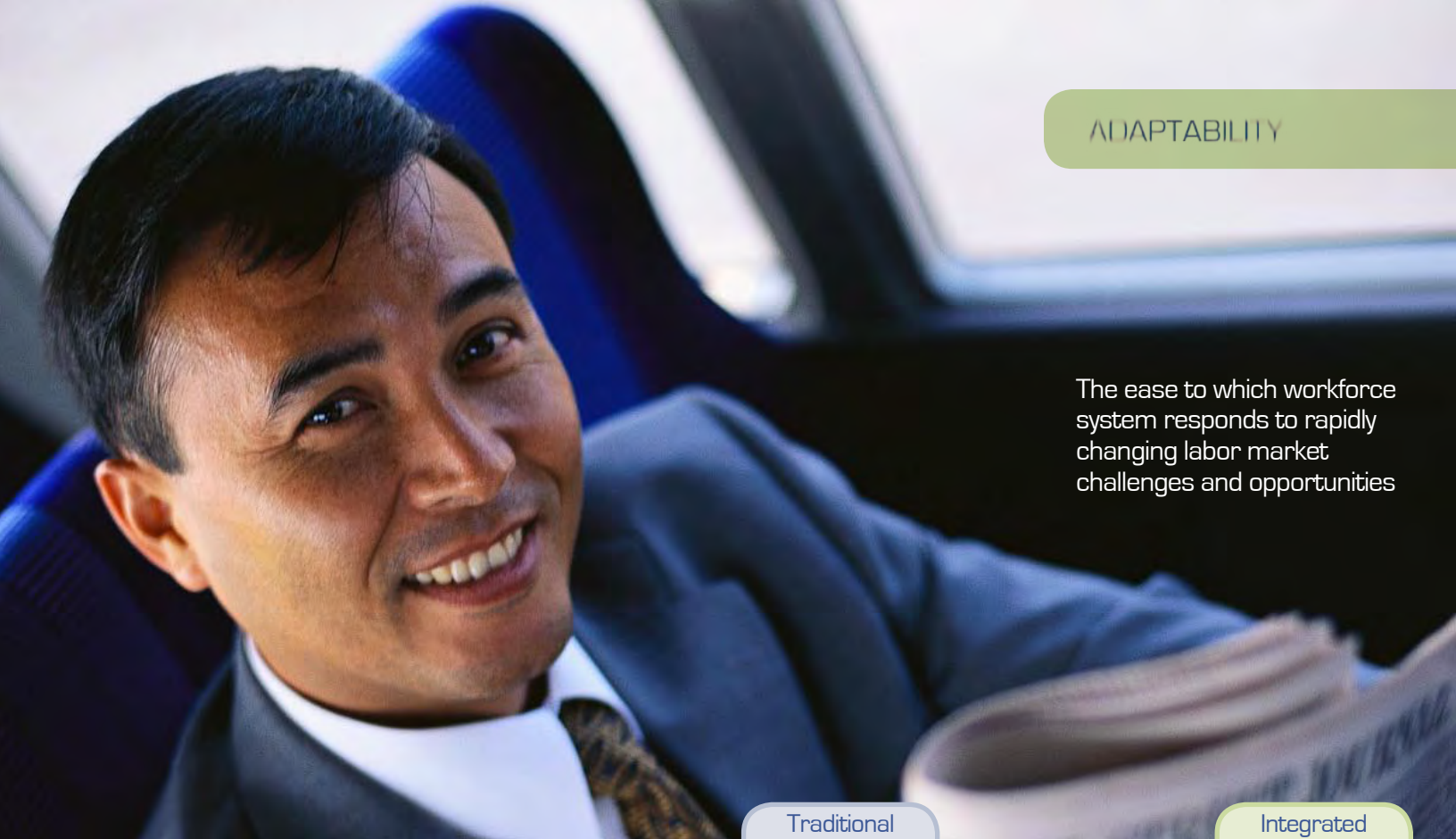
See Southwest's WorkforceZone at
<http://www.workforcezone.com/SISTEM.html>
for more information on their innovative Alchemy program.



INNOVATION

All modules developed for the Division of Workforce Development are available in both English and Spanish, can be delivered to up to 32 people at a time and capture individual assessment results to gauge transfer of knowledge. Selected courses will be available through the internet and are made up of individual modules designed to be completed in about 15 minutes. Cost-effectiveness is one of the benefits of the system—each hour of digital training is equal to about four hours of classroom training. Likewise, a 15-minute module of Alchemy equates to an hour of traditional classroom training. DWD is very excited and believe we are among the first workforce systems in the country to be using this training technique.



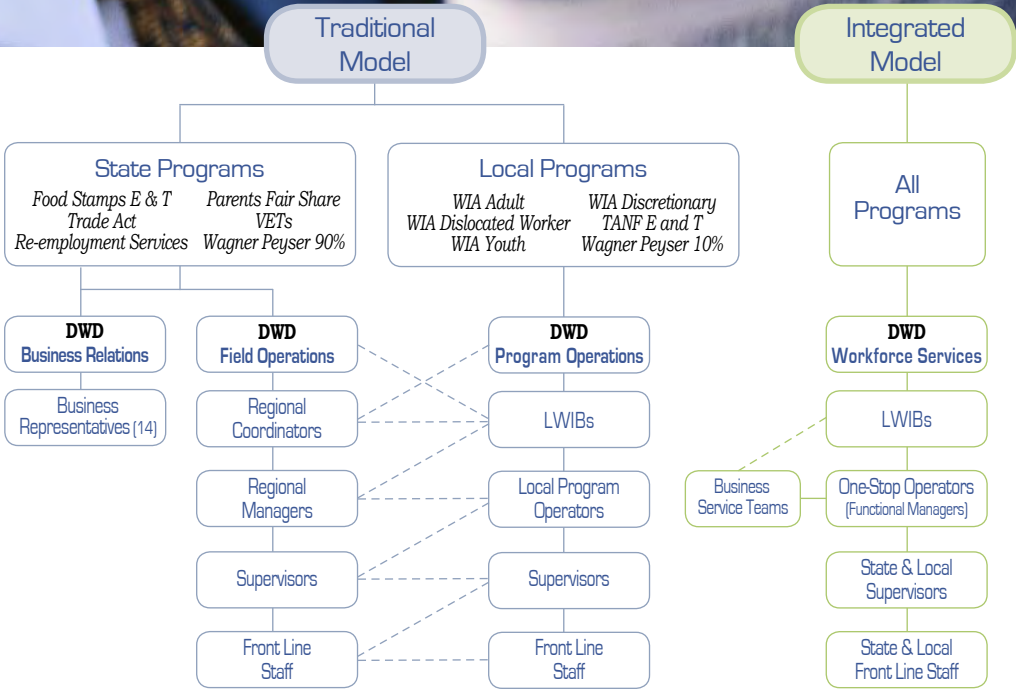


The ease to which workforce system responds to rapidly changing labor market challenges and opportunities

DWD Reorganization

The retooling of workforce solutions also requires a retooling of staff. Just as the private sector looks to internal human capital to increase business productivity and competitiveness, the public workforce systems must insure that its human capital assets are deployed in the most effective fashion. For example, as auto manufacturers look to retool their infrastructure to implement alternative energy sources, business processes change, workflows change and their human capital needs change. So, a parallel restructuring and retooling of their workforce is critical. One of the most significant changes in DWD’s recent reorganization is the transformation from ‘siloed’ program management to integrated functional management.

This new model will make for much more efficient workflows at the state and local levels, emphasizing service delivery over program eligibility, and resulting in increased productivity in moving workforce customers to work sooner.



SWI Regional Profile: St. Louis Workforce Investment Boards & Colleges Collaborate on Nurse Retention Program

All four St. Louis area Workforce Investment Boards – St. Louis City, St. Louis County, St. Charles County, and Jefferson/Franklin Counties – and three area community colleges (St. Louis Community College, St. Charles Community College, and Jefferson College), joined together for the Regional Skills Gap project, which will utilize \$361,000 to assist in alleviating the nursing shortage in the area. The project will utilize Retention Counselors in the local community colleges’ nursing programs to ensure that nursing students are able to stay in the program. The Counselors will assist with issues that would hinder students’ participation, such as childcare, transportation, and family obligations. This project will serve an estimated 311 nursing students.

USDOL ETA Waivers

Instead of waiting for our founding legislation to change, DWD is proactively addressing Missouri's economic needs by pursuing changes in regulatory constraints. Through the Workforce Investment Act, there are certain regulations that can be waived that allow more flexibility in meeting the individual needs of states. Governor Blunt requested eleven waiver requests that will provide many of the tools needed to ensure our customers, both employers and job seekers, succeed in this competitive global market. In August of 2006, Missouri received a letter from USDOL Assistant Secretary Emily Stover DeRocco, addressing the waivers that the Division of Workforce Development had applied for. Of the 11 total waivers requested, 9 were approved, and two were denied, bringing Missouri's waiver total to 12. Not a bad success rate! The approved waivers are listed below. According to feedback from businesses, one of the biggest weaknesses in the workforce system is the lack of skills development by the job seeker. Through these waivers, Missouri will provide much better, innovative and adaptable solutions to the needs of business and industry.

Missouri's approved waivers for more responsive workforce services:

- Allow Individual Training Accounts for Older Youth
- Procurement of Eligible Providers of Youth Activities in Rural Areas
- Allow Local Regions to Provide the Ten Youth Program Elements as Options Available to Youth Participants
- Waiver of 12 Month Follow-Up Services for Youth Participants
- Waiver to Allow the Governor to Utilize WIA Dislocated Worker/ Rapid Response Funds as Statewide Activity Funds
- Increase OJT Employer Reimbursement to 75% for Small Businesses
- Capitalization Funds of Small Business in concert with Entrepreneurial or Micro Enterprise Training
- Minimize Data Capture Requirements for Individuals Trained under the Incumbent Worker or Employed Worker Training Programs
- Transfer of WIA Funds Between Adult and Dislocated Worker Programs
- Local Utilization of 10% Formula Funds for Innovative Projects
- Recapture & Reallocation of Unobligated Balances of Youth & Adult

SWI

Regional Profile: Skills Gap Analysis & WISE Services in South Central

As part of the Skilled Workforce Initiative, The South Central Workforce Investment Board (WIB) has developed a program to address critical labor gaps and skills shortages in the South Central region. From focus groups with workforce stakeholders and local businesses and industries, it was agreed that there is a great need for "soft skills", such as communication and good work ethic, in addition to workplace skills. From this, the Workplace Initiative/Skills Enhancement (WISE) project was created to encourage schools to offer more work-readiness skills classes, develop Soft Skills Assessment Tools, and ensure that the products of the educational systems are truly work-ready.

For those without a General Educational Development (GED) degree, or lacking essential soft skills, WISE will provide GED preparation classes to employees on-site, with a portion of class time provided by participating businesses. WISE will also facilitate lessons by certified Adult Education and Literacy (AEL) instructors, integrating basic work skills, problem solving, and decision-making into every lesson to employees.

WISE will benefit not only the Job Seeker customers, but also companies needing training assistance. It will fund a WIB Employed Worker Training (EWT) program which can reimburse up to 50% of employees' hourly wage while in a WIB-approved training project, allowing workers to upgrade technical skills with on the job training. This is a truly valuable solution adapted to local business needs.

Skilled Workforce Initiative

In July of 2006, Governor Blunt touted a new collaborative, performance-based approach to utilize discretionary workforce **ADAPTABILITY** funds. It is designed to stratify investment of limited discretionary employment and training funds in priority areas to better prepare Missourians for quality, family-supporting jobs. This initiative made \$7 million available to workforce regions across Missouri to better prepare current and future workers to meet critical skill demands of business and industry. It marks an innovative change in the way workforce funds are allocated, which improves responsiveness to local economies and maximizes scarce workforce funds. The Skilled Workforce Initiative process produced the following:

- 100% local match, leveraging over one local dollar from community partners for every state dollar invested, more than doubling the funds available to provide workforce services
- simplified accounting, reporting and classification of discretionary projects
- targeted initiatives as opposed to many differing initiatives within inconsistent policy objectives
- clear performance outcomes that will help increase Missouri's economic competitiveness
- local sustainability, seeding projects that can be imbedded in existing community infra-structure. We will focus on specific Skilled Workforce Initiative components later in the report.

SWI

Look for this graphic to indicate Skilled Workforce Initiative items.





Early Warning Networks

An important part of economic development is keeping jobs in the state, and workforce is often a critical factor in job retention. The Early Warning Networks initiative will enhance local workforce and economic development professionals' efforts towards saving jobs.

“Early Warning Networks” are an integral piece of a Business Retention Program, where local workforce, economic development, and other community representatives work together to identify at-risk companies and leverage resources to avert layoffs and closings. The Business Retention Program encourages assembling a group of local experts in the area of workforce, education and economic development, collectively working as a Business Retention Team. The Team establishes an Early Warning Network that allows members to gather timely information, develop strategies and leverage resources in an attempt to avert layoffs and closures. Through the DWD’s Skilled Workforce Initiative, funds were provided for local Business Retention Coordinators (BRCs) that will assemble and lead these local teams of workforce, education and economic development experts.

This year, the Division of Workforce Development implemented Business Retention Programs in three pilot sites within the state: the Southwest Region, the Kansas City Metropolitan Area, and the Northwest Region (see map). Each region has identified its Business Retention Coordinator – with two serving the Kansas City vicinity – and each region’s team has strong representation from local economic development organizations. In addition, a representative from Missouri Enterprise participates on each local team and provides expertise in the area of pre-feasibility studies for targeted at-risk businesses. Ultimately, the vision is for the concept of Business Retention Programs with Early Warning Networks to go statewide.



FORWARD THINKING

Application of workforce intelligence to get ahead of the plight of Missouri's workers and businesses.

Factors Influencing Closures

1. Failure to pay bills, i.e., utilities
2. Small lay-offs (not tied to seasonal conditions)
3. Increase in Unemployment Insurance filings
4. Lack of hiring activity/new hires
5. Changes in leadership (plant manager, human resources or owner/ownership)
6. Rumors that originate with current employees
7. A large number of current employees beginning job search
8. Lack of capital investment in plant or equipment
9. Moving equipment out of business
10. Decreasing involvement in community activities
11. Expiring union contracts
12. Contacting lending institutions for operating capital
13. Natural disasters
14. Economic issues with larger companies who may have sub-contracted with businesses in our region
15. Economic changes in specific industries

Missouri Job Crawler with Real Time LMI

The Missouri JobCrawler site is a powerful online employment search tool and Real Time Labor Market Information (LMI) delivery system. A collaboration between DWD and the Missouri Economic Research and Information Center (MERIC), it serves as an LMI delivery system by fully integrating labor market/economic data to inform employers' hiring decisions and job seekers' searches for appropriate career and training opportunities. Utilizing this new application, employers can easily conduct valuable research to better plan for today's labor force opportunities and challenging business climate. The monthly Missouri Real-Time LMI feature allows monthly reporting based on the job orders 'spidered' (i.e., procured from other job search systems) through the JobCrawler system. The Real-Time LMI reports will contain data on aggregated counts of job postings by occupational group, wage, educational attainment, industry, and employer on a county and/or regional basis to allow ad hoc reporting. This Real Time data will allow job seekers, workforce professionals, and employers to have the most up to date information about job openings in Missouri.

Another exciting feature of the JobCrawler (shown here) is immediate access to detailed information on thousands of jobs from a variety of online job banks, corporate web sites, regional hospitals, local newspapers, and government sites. The system allows the job seeker to search a job in a variety of ways such as: keywords, employers, occupation, industry, salary, education, and experience.



Regional Profile: Enhancing the Career Centers for Increased Demand in the

Ozark Region

Consider the following facts about the Ozark Region city of Branson:

- In 2003, Branson hosted over seven million visitors, almost half of them coming from 300 or more miles away.
- As of 2006, Branson has 412 restaurants, 200 lodging facilities and 45 theaters that provide more seats than New York City's Broadway District (double the number of theaters they had 15 years ago, translating into 116 shows and 55,967 seats.)
- For the first time since 1996, the number of Branson Chamber of Commerce memberships has exceeded the 1000 mark, because of the increase in businesses.

To respond to this boom of activity and consequent need for employer and job seeker services, significant improvements are being made to the Missouri Career Center in Branson. Specifically, the facility will be re-located to a larger area within the same building to allow for the increase in customer usage. The Missouri Career Center in Springfield is already one of the state's premiere centers, and will be given some minor improvements to provide additional room for partner staff. Additionally, the Region was able to leverage \$152,555 in local resources to support this initiative. Improvements at both centers will result in better services to 14,225 business and job seeker customers in these career centers. Now that's forward thinking!



FORWARD THINKING

In an effort to achieve true integration and implement quality improvement and standardization in the 40+ Missouri Career Centers, the DWD and the Missouri Training and Employment Council created a set of criteria that the centers must meet to become chartered one-stops. The criteria establish three levels of comprehensive one-stop centers and are framed around the seven Baldrige principles (see graphic). The initiative has overwhelming support from State and 14 Local Workforce Investment Boards.

With chartering in mind, DWD included in its Skilled Workforce Initiative a One-Stop Enhancement Grant to assist LWIBs in improving infrastructure and training approaches. Seven LWIBs were awarded more than a total of \$1.2 million to fund projects ranging from building expansions to technology improvements. The recipients of the grants are positioning their Career Centers to be some of the first to be chartered.

LWIB Benchmarking

In 2006, DWD, in partnership with MTEC and four Local Workforce Investment Boards, released the report Benchmarking Workforce Investment Boards: Critical Success Factors. The report, prepared by the Corporation for a Skilled Workforce, is the result of a study by DWD, MTEC, and the Central, Southwest, Northwest, and Kansas City and Vicinity Workforce Investment Boards, and contains information on exemplary workforce boards around the United States. The report, which can be found on DWD's website www.ded.mo.gov/wfd, outlines several Critical Success Factors (see next page) that were shared by boards that make a difference in their respective areas. These outstanding boards moved far beyond program operations and had distinct roles in their community. DWD intends to utilize report findings to improve the quality of Missouri's local boards.

Best in class tools, resources and practices to drive high performance and continuous improvement in the knowledge and skill development of Missouri workers

BALDRIDGE PRINCIPLES	MEASURES		
	LEVEL 1	LEVEL 2	LEVEL 3
I. LEADERSHIP: Public and private leadership works collaboratively to provide supportive and active management of the Missouri Career Center.			
1) CLEAR SENSE OF MISSION	1) Missouri Career Center staff know and understand the mission.	1) The Leadership Team is involved in advancing the Missouri Career Center mission.	1) The community is educated about the mission.
2) IDENTIFIABLE LEADERSHIP STRUCTURE	2) The partnering agencies agree to establish a functional management structure at the Center.	2) The Leadership Team and Management Team for the Center demonstrate integration of management services.	2) The Leadership Team and Management Team's support of functional management and integration removes agency-specific barriers.
II. INFORMATION AND ANALYSIS: Consistent use of meaningful, current, and reliable information by both staff and customers is fundamental to success.			
1) RESOURCE INFORMATION	1) Feedback on resources and technology available to customers is collected and a system is in place to keep information current.	1) Analysis of data results in updated resources and technology on which staff is trained.	1) Resources and technology are used effectively in the Center.
2) MANAGEMENT INFORMATION SYSTEM (MIS)	2) A strategy for meeting State and local MIS data gathering needs is in place.	2) Missouri Career Center staff produces reports from Toolbox.	2) Information is used for decision making.
III. STRATEGIC PLANNING: The Missouri Career Center strategically plans its delivery of services and continuous improvement efforts.			
1) STRATEGY DEVELOPMENT & DEPLOYMENT	1) The Center has developed basic strategies for sustainability.	1) The Business Plan is a useful, working document.	1) Goals for future growth of the Center are determined through evaluation of achievements and customer feedback.
2) MARKETING STRATEGY	2) Marketing plan is established.	2) Market niche identification is made.	2) The Center has received recognition as a valuable community-wide resource.
IV. HUMAN RESOURCE UTILIZATION: The Missouri Career Center focuses on employee satisfaction, with management ensuring that staff members have the tools and skills they need to provide excellent service to their customers.			
1) STAFF COMPETENCIES	1) Plans and dedicated funds for cross-education and cross training staff on Center and community services are in place.	1) Missouri Career Center staff development occurs and includes capacity building that is not agency specific and exceeds minimum requirements.	1) There is significant, on-going investment in capacity building of all Missouri Career Center staff.
2) REWARDS AND RECOGNITION	2) A plan for employee rewards and recognition is established.	2) The plan is implemented and recognition and rewards are given.	2) Rewards and recognition are tied to quality improvement and high performance.
V. PROCESS MANAGEMENT: The Missouri Career Center places a major emphasis on continuous improvement, delivering services in a high quality manner and being flexible and quick in responding to customer needs.			
1) SERVICE PROCESSES	1) Customer contact is customer-driven and flexible. Staff assisting customers in the career resource area or while providing other common functions will identify themselves by service function as One-Stop Career Center staff, not by any particular agency.	1) Missouri Career Center staff have comprehensive knowledge of Center services and delivery systems.	1) Customer service is delivered in a non-agency specific approach.
VI. CUSTOMER SATISFACTION: Employer and individual services are shaped and the Center is measured by external and internal customer feedback and articulation of needs.			
1) EXTERNAL CUSTOMER FEEDBACK	1) A customer satisfaction feedback plan exists for consistent and immediate gathering of data from customers and data is collected.	1) Customer satisfaction information from individuals and employers is collected continuously and analyzed.	1) Customer satisfaction information drives change.
2) INTERNAL CUSTOMER FEEDBACK	2) A customer satisfaction feedback plan exists for consistent and immediate gathering of data from Missouri Career Center staff and data is collected.	2) Customer satisfaction information from Missouri Career Center staff is collected continuously and analyzed.	2) Customer satisfaction information drives change.
VII. RESULTS: As the Center's operations and service delivery progress, the performance expectations will grow, both in terms of productivity and quality of service.			
1) CUSTOMER-FOCUSED OUTCOMES	1) A process is in place for educating each staff member on the program performance responsibilities of all partner agencies and the collective performance goals of the Center.	1) Data is collected and analyzed for the collective Missouri Career Center performance goals by Missouri Career Center staff and management.	1) Statistics from collective Missouri Career Center performance goals are used to influence change.
2) ORGANIZATIONAL EFFECTIVENESS RESULTS	2) The Center has a method in place for collecting information for assessment of the effectiveness of its operational and delivery processes.	2) The Center periodically conducts assessments of its operational and service delivery processes and analyzes the information.	2) Results of assessments consistently create change in operational and service delivery processes.

An excellent Board that utilizes these Critical Success Factors:

Measures Success Of The Board

- Assesses board impact.
- Evaluates plan progress and outcomes.
- Measures the board's growth.
- Assesses relevance of the board to key individuals and groups in the community.
- Assesses relevance of the board to the members.

Measures Success Of The Delivery System

- Sets standards for the one-stop delivery system that "raise the bar."
- Establishes measures beyond individual programs, beyond federal requirements.

Measures Community & Economic Growth

- Assesses factors of community success that are greater than the board's span of control.

Manages the Board As A Business

- Incorporates.
- Develops its own budget.
- Invests in research and development.
- Plans for growth.
- Markets to the right audiences.

Takes Responsibility For It's Own Membership

- Connects membership to strategic objectives.
- Recruits the right level of people on the board.
- Practices good "on-boarding."
- Takes ownership of the nomination process.

Structures the Board & Committees To Be Effective, Efficient, & Strategic

- Uses consent agenda.
- Develops the agenda around strategic goals.
- Connects committees and task forces to strategic goals and board work.
- Minimizes standing committees in favor of task forces.
- Involves non-board members in the work of committees and task forces.
- Uses strong, empowered committee structure.

Hires & Grows The Right Staff

- Hires a great exec. director and gives that person autonomy to act.
- Develops a sustainable culture.
- Defines staff positions and hiring qualifications consistent with strategic objectives and the work of the board.
- Provides compensation to attract and retain the best staff.
- Develops all staff.
- Invests in high quality employees.
- Has enough staff to be able to take advantage of opportunities.

Maintains A Clear Focus on Board Level Work

- Builds a clear firewall between board work and operations.
- Develops policy at the 40,000 foot level.

Data Driven

- Collects data and turns it into workforce intelligence.
- Uses data to demonstrate success, or lead to new action.

Sector/ Business Driven

- Uses a sector-based approach.
- Develops an organized process for working with business and industry.
- Establishes sector/business expectations for the one-stop system.

Plans Strategically

- Spends time and resources on planning.
- Involves non-board members in the process.
- Engages local elected officials.
- Links to/aligns with other strategic plans.
- Plans regionally.
- Holds high expectations for staff in the process.

Focuses On The "Big Issues"

- Looks beyond traditional workforce development issues.
- Looks beyond programs and "eligibles."
- Addresses root causes and ultimate fixes, not band-aids.

Turns Plans Into Action

- Builds alliances and coalitions.
- Demonstrates action.

Exercises Fiduciary Stewardship

- Evaluates effectiveness of investments.
- Oversees integrity of funds.

Grows The Business

- Develops a plan to generate and diversify resources.
- Leverages funds.

Budgets Strategically

- Allocates resources consistent with strategic objectives.
- Budgets for opportunity.



WorkforceStLouis2.0

In the 21st Century knowledge-based marketplace, the St. Louis region's most valuable economic asset is its human capital. WorkforceStLouis2.0 brings business leaders together to encourage and support strategic investments in human capital that pay returns not only for individual firms, but for the regional economy as a whole. WorkforceStLouis2.0 coordinates with and complements more traditional economic development efforts.

The Missouri Department of Economic Development provided the initial funding for WorkforceStLouis2.0, which was launched by area business and government leaders at a meeting convened by BJC HealthCare CEO Steve Lipstein early in 2006. In response to interests expressed by firms in attendance at that meeting, and others, WorkforceStLouis2.0 asked PricewaterhouseCoopers Saratoga to assist with St. Louis' first regional human capital performance study (see below for member list and sample table). Fifteen large companies representing the financial services, healthcare, manufacturing, plant sciences, design/construction,

transportation/distribution, and educational sectors participated in the study later in the year. The results will be released in February, 2007 to establish a benchmark and a standard for human capital investment in the region. WorkforceStLouis2.0 also initiated a broad business dialogue about exemplary practices in employee learning and development. Forums and electronic newsletters showcased the success of area companies. We are excited to see the results this program will provide for the St. Louis Metro area.

EXCELLENCE



Source: Workforce St. Louis Human Capital Performance Study, Saratoga/PriceWaterhouseCoopers. Performance data will be released in February, with the benchmarking of St. Louis firms in 2007.

Human Capital Study Firms by Industry

Architecture/Design/Construction

HOK Group
McCarthy Building Cos

Education

Saint Louis University
St. Louis Community College

Financial Services

AG Edwards
Commerce Bank
Scottrade

Healthcare

BJC HealthCare

Manufacturing

Brown Shoe
Purina PetCare
Plant Sciences

Research/Innovation

Monsanto

Other

Federal Reserve Bank

Transportation/Distribution

Graybar
UniGroup

Utility/Energy

Ameren

Business Goal	People Driver	Metric Name and Description
Grow the Business	Maximize Productivity	Revenue Per Employee (Revenue generated per employee)
	Develop the Workforce	Promotion Rate (Percent of headcount that was promoted)
	Develop the Workforce	Average Time to Promotion (The average number of months required for an employee to be promoted)
	Develop Leadership	Management Completing Leadership Development Course (Percent of Management that completed one or more leadership development courses)
Improve Profitability	Maximize Return on Investment in the Workforce	Human Capital ROI (Pre-tax profit for each dollar invested in employee pay and benefits)
	Invest in the Workforce	Training Headcount Investment Factor (Per employee investment in training)
	Invest in the Workforce	Average Training Sessions Attended (Average number of training sessions attended by each employee)
	Invest in the Workforce	Training Cost Factor (Average cost per training session delivered)
	Invest in the Workforce	Training Cost Per Hour (Average cost per hour of training)
	Invest in the Workforce	Tuition Reimbursement Utilization (Percent of workforce utilizing tuition reimbursement.)

Career Readiness Certificate

In our attempt to focus on the needs of our business customer, one valuable service our workforce system can provide is helping match workers' skill levels with specific business needs. The Missouri Career Readiness Certificate (MoCRC) is an effective, inexpensive program that provides employers with a valid, meaningful credential that documents an individual's skill qualifications relative to the needs of a specific career. The MoCRC which is signed by Governor Blunt, has been created to assure employers that a job applicant has the necessary employability skills in three core areas – mathematics, reading comprehension, and science reasoning – that are necessary

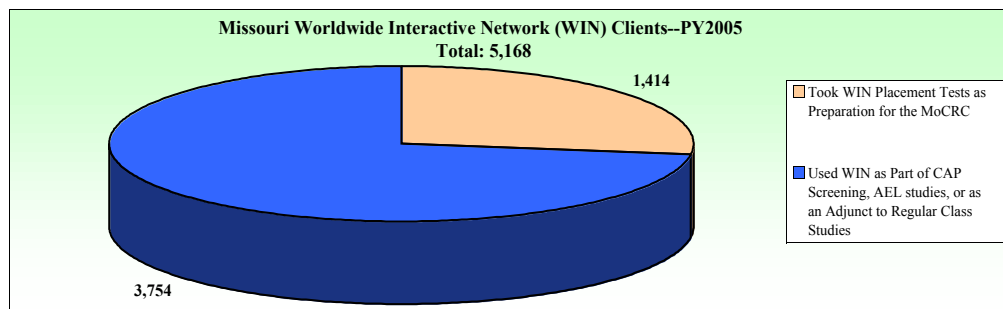
for a person to be proficient in today's workplace. The assessments are produced by ACT, Inc through WorkKeys. The three levels of the MoCRC (Gold, Silver, and Bronze) are based on the scores of the three academic assessments previously mentioned. Since different jobs require different abilities, the certificate will reflect quantitatively the different levels of certificates that are necessary among career fields. An additional benefit is integration with workforce services, as an individual's assessment scores are entered in the Division of Workforce Development's case management system to assist Career Center staff in finding the best job match for the career-seeker.

CUSTOMER FOCUS



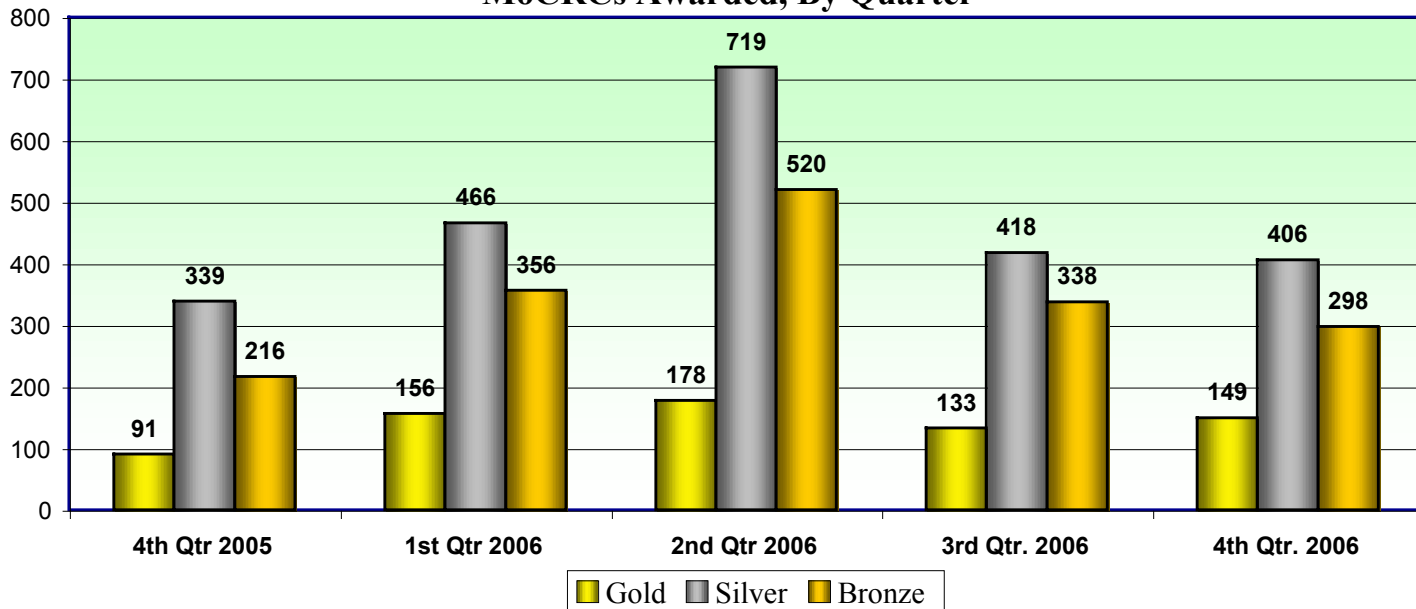
Regional Profile: Southeast Region Workplace Readiness Program

A survey of employers in the SE Region revealed the need for employees to possess the necessary soft skills for work, such as punctuality, appropriate attire, respect and a desire to work. To address this need, members of the SE Missouri Workforce Investment Board, in concert with Cape Girardeau Career and Technical school, developed the Workplace Readiness Program to help instructors and educators identify gaps between student skills and employment needs to inform the creation of skill-development courses that are related to local business needs. The program will train 240 individuals, greatly enhancing their employability by awarding a Workplace Readiness Credential upon completion of the program to signify that this potential employee is prepared for the job. These classes are available in all 13 area counties and can be attended locally.



Individuals wishing to improve their assessment scores and attain a higher level MoCRC will be provided remediation through several sources. To provide universal access, DWD has contracted with Worldwide Interactive Network (WIN) to deliver their ACT WorkKeys compatible skill-based training to improve workplace skills through an internet-based system. By making this training available to WIA partners, the Division has taken another step in improving the competitiveness of Missouri's workforce. For Missouri, this is a world-class addition to our workplace readiness product, as WIN is the national leader in remedial training for the WorkKeys-based employee job skills credentialing system. This is a powerful tool to provide Missouri employers with better suited applicants for their specific needs. Missouri is one of 12 states to join ACT's National Career Readiness System initiative to promote the certificate portability.

MoCRCs Awarded, By Quarter



Missouri Reentry Process

The Missouri Re-Entry Process (MRP) includes a solid partnership between DWD and the Missouri Department of Corrections (DOC). Employment is a key factor that helps to prevent recidivism with ex-offenders, and this partnership works to assist people who are exiting from Transitional Housing Units (THU). Through the DWD/DOC partnership, people who are preparing for release from THUs are offered an opportunity to connect with workforce services through Missouri Career Centers. These job seekers work with THU staff to become registered for labor exchange services through Greathires.org, allowing ex-offenders to obtain insights about the job market. The partnership allows ex-offenders to begin transitioning to productive, self-sufficient citizens immediately upon release. As part of the process, DWD staff coordinate post-release assistance by working with the Division of Probation and Parole to ensure that these job seekers remain connected with workforce services. Approximately 18,000 ex-offenders are released each year, 80% of which go through THUs. According to DOC, DWD should expect 60% to 80% of these people to seek services from Missouri Career Centers Comprehensive MRP training provided to DWD Career Center, Probation and Parole, and THU staff has made the partnership stronger, and the processes to get ex-offenders to work greatly improved.



Entrepreneurship/ Micro Enterprise Training & Support:

One of the most effective strategies for promoting economic growth is to partner with Small Business agencies to create a nurturing environment for self-employment and entrepreneurial development. This Entrepreneurship/Micro Enterprise initiative provides funding assistance to the local Workforce Regions to provide low-income and dislocated individuals with entrepreneurial training, technical support, access to resources and capitalization grants for the purposes of starting their own business and adding to the local economy.

- The Northwest Region is creating a network of service providers to assist with the Northwest Micro Enterprise Training and Support Program. This program will offer financial support for training and start-up costs to 35 eligible low-income and dislocated workers who have an interest in starting their own business. The training will be offered through a partnership with the local Small Business Development Centers.
- The West Central Region is partnering with the Small Business Development and Technology Center to provide training seminars to 55 eligible low-income and dislocated workers interested in starting their own businesses. Start-up grants will be awarded to those participants who have successfully completed the training and developed a business and financial plan.
- The Southeast Region has developed a project to create opportunities for 80 low-income and dislocated workers to start their own businesses. This project will provide entrepreneurial training and support, including capitalization grants, to assist these individuals in establishing their own businesses.
- St. Louis City and County are collaborating with it's local small business development partners to provide a unique opportunity to 120 low-income and dislocated workers. This project will provide entrepreneurial training and support, including capitalization grants, to assist these individuals in establishing their own businesses, which will expand the local economy.

UI Reemployment

Through a partnership between the Division of Employment Security (DES), DWD, and local WIBs, strategies have been developed to allow more Unemployment Insurance (UI) claimants to access re-employment services sooner, to lead them to suitable employment and reduce UI claim duration. A first step for this initiative was to expand the number of UI four week reporting locations available, and implement changes to the worker profiling program to identify and serve more UI claimants with a higher likelihood of exhausting benefits. In addition, system changes were made to provide workforce professionals with a "duration indicator" on each four week reporter to help determine how claimants are progressing with

STRATEGIC ALLIANCES

Business relationships among two or more organizations that provide strategic benefits to all parties.

job search and to refer claimants to intensive services. Other system changes included activation of the toolbox "no-show" button to alert DES about people who did not attend a planned orientation. Because this is real time information, it improves overpayment problems and reduces problems for customers in the long run.

The UI Reemployment partnership also worked with the Missouri Economic Research and Information Center (MERIC), to develop new job spidering technology on DWD's GreatHires.org, which allows UI claimant access to expanded labor market information and a gateway to thousands of jobs from a variety of online job banks.

These and other combined efforts are resulting in improved services to the UI claimant, thus reducing the duration of the claim. For the 12 month period ending June 30, 2006, Missouri's average duration was 14.6 weeks, according to USDOL. This performance tops the national average for the same period, which was 15.3 weeks, and was also better than Missouri's performance for calendar year 2005, 15.4 weeks, and calendar year 2004, 15.5 weeks.

UI Reemployment Improvement Facts:

- In 2006, the legislature enacted numerous changes to the unemployment insurance laws, through HB 1456 to improve the unemployment insurance trust fund.
- DES has set a performance goal of reemploying 70% of UI claimants within the quarter following their first UI benefit payment.
- DES implemented three key strategies as part of improving the UI system: 1) Implement O*NET SOC Auto-coder software to improve the work search registration process; 2) Facilitate better data sharing and cooperation for job placement with DWD; 3) Apply for any available grant funding from USDOL to improve reemployment efforts.
- As a result, DES/DWD applied for a Reemployment eligibility and assessment (REA) grant from USDOL to provide more than \$486,000 to fund one-on-one re-employment services to 10,000 UI claimants.

Partnering to Address TANF Reauthorization

DWD worked closely with the Division of Family Services (DFS) and local regions to implement changes in the employment and training services provided as part of the recently reauthorized Temporary Assistance for Needy Families (TANF) program. TANF provides cash assistance and workforce services to low-income families. This program was recently amended as a part of the Budget Reconciliation Act of 2005, necessitating many changes in policies, service protocols, and case management software reconfigurations.

In the new TANF program, several components were changed or clarified. For example, in the original legislation, the 12 allowable work and work-related activities in which TANF recipients can participate were not federally defined, but left up to the states to define. The reauthorized program does define these activities, to which states must adhere or face penalties. The reauthorization also mandates that 50% of all single-parent households and 90% of all two-parent households receiving TANF benefits must be in an allowable activity 20 or more hours per week. DWD and its subcontractors provide the employment and training services to the TANF population in Missouri through our Career Assistance Program (CAP), which had to be revised somewhat to accommodate these changes.

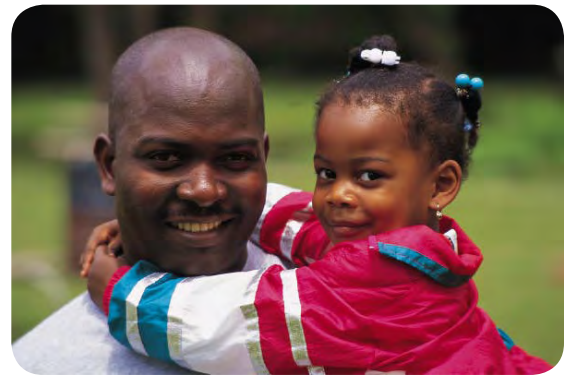
We are working closely with our partners at FSD and our CAP providers to develop strategies and procedures that will allow us to assist more people with a better mix of employment services.

Strategies we are considering include:

- Immediate engagement, wherein participation with CAP is a factor of eligibility for cash benefits.
- Incremental sanction process which is imposed when a recipient refuses to cooperate with the employment and training requirements of TANF.
- Community Work Experience which allows participants to meet their work requirement, acquire job skills and recent work experience, network with potential employers, and contribute valuable services to their communities.

Partnerships have been the key in maintaining quality services to this customer base through this significant legislative change.

Ultimately, within the framework of the reauthorization, CAP will undertake a shift in philosophy that rewards those individuals who assume personal responsibility and decreases time and resources for those individuals who don't.



Regional Profile: Metro Kansas City Health Care Innovation:

According to the National League for Nursing, more than 147,000 potential nurses were tuned away last year because of diminished capacity in U.S. nursing schools. The Full Employment Council and the Kansas City Metropolitan Healthcare Council are partnering with local Kansas City hospitals to expand nursing school enrollment by adding 200 new students. FEC will provide a public workforce grant to train clinical faculty, thereby expanding the capacity of the nursing schools. This project also produced a job profiles brochure for healthcare careers, career ladder for nursing and financial aid resources for health care careers training. Along with printed promotional materials, information regarding salary information and web links to local colleges and universities can be accessed on the internet. See the Kansas City Workforce Partners web site www.kchealthcareers.com. They will also assist with coordination of communitywide outreach and health career promotion events.

Full Employment Council utilizes WorkKeys and the Healthcare Selection Inventory as assessment tools coupled with career readiness training to identify clients for healthcare positions and training opportunities.



SHARE Network

DWD launched the USDOL SHARE Network (Sharing How Access to Resources Empowers) initiative this year to improve the effectiveness of Missouri's 40+ Career Centers by partnering with community and faith-based organizations, service providers, and government agencies to collaboratively deliver employment and training services. Through the SHARE Network, community and faith-based organizations offer services to individuals that have barriers to employment have increased access to employment assistance resources. These resources include a free internet-based resource directory, and trained volunteers utilizing surplus computers and reference materials from the state.

The SHARE Network consists of two main components: a free web-based resource directory and neighborhood access points. Any organization that has a mission that includes helping people overcome barriers to employment should visit the web site and register. The SHARE Network Access Points are located in economically distressed neighborhoods. Job seekers can visit a neighborhood access point and find trained volunteers who will help them find a job. Referrals to Missouri Career Centers can also occur where training and additional resources are available.

Currently, eight Local Workforce Investment Boards are working to establish at least two Access Points in their respective regions. As the program expands in 2007, it is expected that additional access points will be added to all workforce regions.



This postcard was sent to over 14,000 members of Faith-Based and Community Organizations and other SHARE stakeholders.

(pictured left to right) Greg Steinhoff, Director, Missouri Department of Economic Development; Rev. Dinah Tatman, Director of Internal Development for the Clergy Coalition of Metropolitan St. Louis; Farah Abdi, Director, The Somali Foundation; Rod Nunn, Director, Division of Workforce Development; and Rod Chapel, Director, Missouri Department of Labor and Industrial Relations.

Missouri SHARE Network Team

Cathie Chalfant (Northwest Region)
Cyndi Johns (Northeast Region)
Danielle Smith (DWD Regional Coordinator)
Donna Cole (Ozark Region)
Donna Prenger (DWD Asst. Director-Admin.)
Gilbert Hake (DWD Regional Coordinator)
Jeanette Murphy (St. Louis County Region)
Kathy Brown (West Central Region)
Kelley Bernardi (St. Louis City/SLATE)
Jim Sahaida (St. Louis City/SLATE)
Lisa Hostetler (Northwest Region)
Lisa Johnson (DWD Training Coordinator)
Mark Bauer (DWD Program Administrator)
Mike Gavura (DWD Regional Coordinator)
Robert Ruble (DWD Regional Coordinator)
Thomas Bolden (ITSD-DWD)
Tiffany Jasper (East Jackson County Region)
Bob Swartz (Jefferson/Franklin)
Brenda Record (DWD Administration)



STRATEGIC ALLIANCE

Regional Profile: First SHARE Network Access Point in West Central Region:

Hermitage, Missouri has the distinction of having the first Share Network access point for employment and training services in Missouri and the first independently developed Share Network center in the nation. In recognition of this proud achievement, a grand opening was held on December 20th at the Hickory County Public Library in Hermitage. State and area dignitaries (pictured above) participated in the grand opening, along with public attendees. This site was established due to the vision and dedicated efforts of Ms. Stacy Coulsell, library director; Mr. Jerry Whitson, member of the West Central Region Workforce Development Board; Hickory County Presiding Commissioner Lance Hutton and Ms. Kathy Brown, Workforce Development Board Coordinator.

Industry Training Programs

Missouri offers industry training programs available for eligible businesses to train workers for the purposes of job creation and job retention. These programs are operated by local educational agencies (LEAs). The Missouri Job Development Fund is DED’s funding source for the Missouri Customized Training Program. This program allows the State to provide training to new and expanding businesses. Funding is also used to re-train employees of existing businesses to retain businesses through both direct training and increasing employee skills. The Missouri Community College New Jobs Training Program provides an incentive for the creation of new jobs by providing education and training of workers for new or expanding industries. Thirdly, the Missouri Community College Job Retention Training Program provides an incentive for the retention of existing jobs by providing education and training to workers in retained jobs. Funds for this program were first appropriated in Fiscal Year 2006.



Incumbent Worker Training

This program assists incumbent workers to succeed and advance in the workplace and assists businesses with skills upgrade training for current, full-time workers. Priority is given to innovative and collaborative training projects that increase employee opportunities, and enhance company growth and productivity.

Three of Missouri’s workforce regions received awards under this initiative to enact targeted incumbent worker programs:

- Using data from a survey conducted by the National Association for Manufacturers, the **Northwest Region** is partnering with North Central Missouri College to provide training to 50 current employees that will enable them to attain the nationally-recognized Production Technician Certification. This will provide employers with more productive and efficient workers.
- The **Central Region** will extend low-cost training to 480 front-line supervisors and managers from the retail, manufacturing and food/lodging industries to upgrade these employees’ skills. The anticipated results are more opportunities for advancement, an increase in the effectiveness of management, improved morale and increased productivity.
- The **St. Louis City and St. Louis County Regions** are partnering to help businesses remain competitive by providing training to incumbent workers and supporting continuous learning in the workplace. Through this project, 1,400 employees in the healthcare, manufacturing and construction industries will be trained to improve their customer service and management skills, helping these businesses reduce turn-over rates and foster growth and expansion.

Regional Profile: Chrysler Training project with St. Louis Community College

As a result of the State of Missouri’s efforts in creating and retaining jobs, along with increasing investment in the state, DaimlerChrysler Corporation announced plans to invest up to \$1 billion in the St. Louis North and St. Louis South Assembly Plants in Fenton, Missouri over the next several years. This commitment by the automaker will maintain more than 5,000 jobs in Missouri. The \$1 billion investment will be shared between the two plants, and is expected to give both state-of-the-art manufacturing capabilities and modernization.

The quality of the workforce was a key factor in the automaker’s decision. St. Louis Community College, in cooperation with the Division of Workforce Development, is implementing Job Retention Training Programs project at both plants.

Production of value-added workforce solutions to increase market share in talent development industry.

COMPETITIVENESS

In Fiscal Year 2006 Industry Training Programs achieved the following:

- Through the Customized Training Program, training assistance was provided to 192 projects (188 companies and four consortiums) to train 19,066 workers in new and existing jobs at an average wage of \$18.99 per hour.
- The Customized Training Program continues to receive a high overall rating in customer satisfaction with 0% reporting a “poor” rating
- The Customized Training Program’s local training coordinators continue to receive high customer service satisfaction ratings. The local training coordinators met customer expectations in Fiscal Year 2006 at a rate of 99%.
- Through the Community College New Jobs Training Program, training assistance was provided for nine additional companies creating 2,255 new jobs at an average wage of \$15.73 per hour.
- Through the Community College Job Retention Training Program, training assistance was provided for six companies to retain 4,008 jobs at an average wage of \$26.13

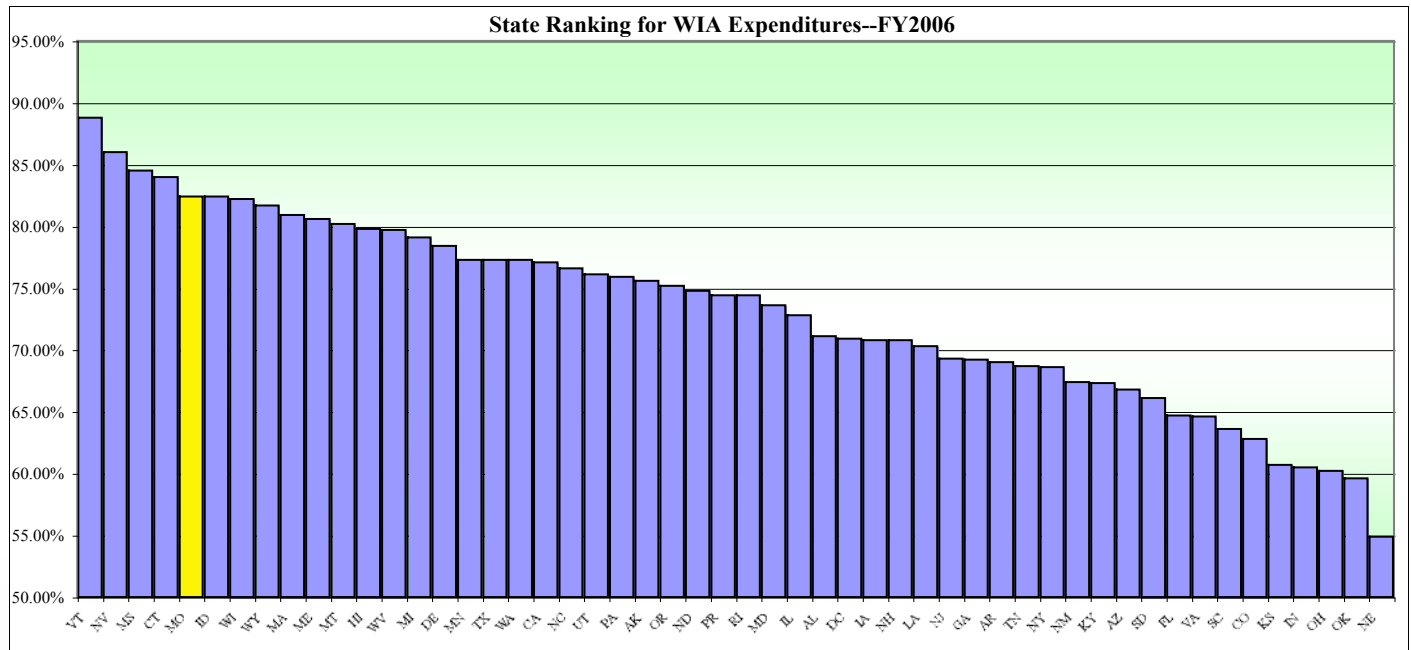
Missouri Auto Industry Facts

Percent of Total Workforce	10.5%
Direct Auto Employment	35,900
Indirect Auto Employment	114,100
Auto Dependent Employment	91,800
Direct Auto Employment Wages	\$3.3 billion

(Source: MERIC)

Missouri Tops in the Nation in Several Indicators

Our workforce system is achieving unprecedented results! Missouri was among the top five states in the country that exceeded US DOL, Employment and Training Administration's (ETA) 70 percent expenditure requirement for Program Year 2005. ETA completed the state-by-state Workforce Investment Act (WIA) State Formula Spending as of June 30, 2006. Missouri expended 82.4% of its PY 05 allocation of \$59,197,014. Policy makers in DC are watching program funding carefully, and Missouri is showing them that we are efficiently being stewards of the taxpayers' dollars. Here is how we stacked up nationally in other indicators:



TANF High Performance Bonus Awards For PY 2004

State	Bonus Amount	National Rank
New York	\$19,381,083	1
Ohio	\$14,678,325	2
Minnesota	\$13,399,244	3
California	\$12,921,669	4
Missouri	\$10,852,587	5

TANF High Performance Bonus Awards for PY 2004

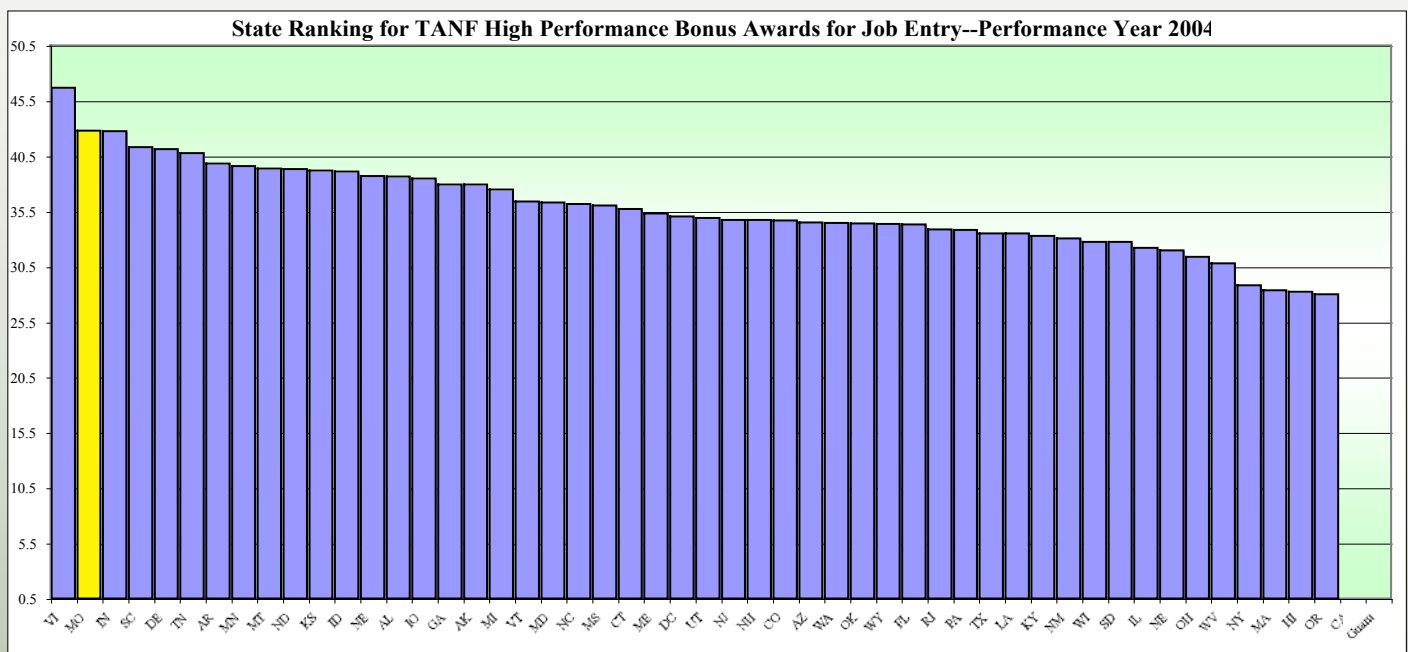
State	Rate of Job Entry	Amount
Virginia	46.65	\$7,261,570
Missouri	42.79	\$8,514,462
Indiana	42.76	\$9,487,220
S. Carolina	41.32	***
Delaware	41.1	\$790,398

Source: Department of Health and Human Services, 9/27/2005

Ranking for FY2006 Formula Fund Spending (WIA Youth, Adults and Dislocated Workers Programs Combined)

State	\$ Expenditures	As % of Total Available	National Rank
Vermont	5,374,162	88.80%	1
Nevada	14,995,527	86.00%	2
Mississippi	37,945,328	84.50%	3
Connecticut	26,336,983	84.00%	4
Missouri	48,754,656	82.40%	5

Source: USDOL ETA



Program Performance

Missouri's Workforce System provides its employment and training services by way of several federal and state funded programs: Programs for Adults, Dislocated Worker Program, Helping Missouri's Youth, Labor Exchange, Unemployment Insurance Claimants Services, Trade Adjustment Assistance, Services to Veterans and Self-Sufficiency Programs. Each of these programs is governed by statutory requirements and performance reporting obligations.

The **Workforce Investment Act of 1998 (WIA)** provides for a locally-driven employer-focused workforce development system that meets the workforce needs of local business by preparing workers with the skills needed to succeed in targeted occupations. Missouri met or exceeded all goals for Individual Measures and exceeded all goals for the Program Areas. Based upon these results, Missouri expects to be eligible for U.S. Department of Labor incentives.

See the stateside WIA report below followed by individual WIA regional reports continued on the next pages.

Demonstration of fiscal and programmatic integrity through sound performance and results.

Here are more highlights:

- Older Youth Entered Employment and Credential were 81% and 61%, respectively against negotiated targets of 69% and 49% respectively.
- Our Younger Youth Retention rate hit 75%, against a target of 62%.
- Our Dislocated Worker Earnings Increase target was negotiated at \$ -1,800 (that is negative; not an unreasonable goal, given the new structure of the measure), but instead, we hit a positive \$357, beating our goal by 220%!

These outcomes are circulated to workforce system policymakers on this handy 'WIA Performance EZ' form, developed by DWD's Planning and Research section.

DW Earnings Increase	-\$1,800	\$357	220%		\$942,749
DW Employment and Credential	73%	75%	102%		2,643
					1,094
					1,462
OLDER YOUTH		Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	69%	81%	117%		Num/Den
OY Six-Month Retention	80%	84%	105%		273
OY Earnings Increase	\$2,800	\$4,062	145%		338
OY Credential	49%	61%	125%		281
					334
					\$1,242,908
					306
					255
					417
YOUNGER YOUTH		Rate	Rate	Indiv Meas	112%
YY Skill Attainment	84%	75%	89%		Num/Den
YY Diploma or Equivalent	77%	65%	84%		3,628
YY Six-Month Retention	62%	75%	120%		4,858
					660
					1,019
					531
					712

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OR
= 80% any Ind. Meas
black ≥100% of projection



DWD Director Wins National Award

For exemplary leadership in developing the State's Jobs for Missouri Graduates (JMG) program to assist youth in improving academic performance, DWD Director, Rod Nunn was awarded the national Jobs for America's Graduates Workforce Leadership Award for 2006. The award was presented to Mr. Nunn at the JAG Special Recognition Reception in Washington DC on December 6, 2006.

WIA Performance -EZ

Northwest Region PY05 ANNUAL REPORT

Total Participants	1162	Total Exiters	669
Adult	368	Adult	211
Dislocated Worker	577	Dislocated Worker	370
Older Youth	65	Older Youth	27
Younger Youth	152	Younger Youth	61

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
ADULT	Rate	Rate	Indiv Meas	Prog Area
AD Entered Employment	79%	68%	86%	99%
AD Six-Month Retention	86%	78%	91%	
AD Earnings Increase	\$4,545	\$4,758	105%	
AD Employment and Credential	59%	60%	114%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	90%	87%	96%	205%
DW Six-Month Retention	88%	96%	109%	
DW Earnings Increase	-\$413	\$1,303	515%	
DW Employment and Credential	68%	67%	98%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	82%	90%	114%	103%
OY Six-Month Retention	82%	81%	99%	
OY Earnings Increase	\$2,800	\$5,121	183%	
OY Credential	63%	66%	103%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	87%	45%	51%	75%
YY Diploma or Equivalent	80%	60%	75%	
YY Six-Month Retention	50%	56%	94%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OR
<80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

Northeast Region PY05 ANNUAL REPORT

Total Participants	735	Total Exiters	218
Adult	216	Adult	77
Dislocated Worker	273	Dislocated Worker	68
Older Youth	57	Older Youth	20
Younger Youth	189	Younger Youth	53

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
ADULT	Rate	Rate	Indiv Meas	Prog Area
AD Entered Employment	85%	82%	96%	103%
AD Six-Month Retention	86%	82%	95%	
AD Earnings Increase	\$4,300	\$5,545	129%	
AD Credential	73%	68%	93%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	87%	89%	102%	125%
DW Six-Month Retention	89%	83%	93%	
DW Earnings Increase	-\$1,504	\$145	210%	
DW Employment and Credential	79%	74%	94%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	76%	89%	117%	129%
OY Six-Month Retention	83%	98%	112%	
OY Earnings Increase	\$2,800	\$5,795	243%	
OY Credential	65%	70%	108%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	92%	93%	101%	103%
YY Diploma or Equivalent	82%	98%	119%	
YY Six-Month Retention	73%	75%	103%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OR
<80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

Kansas City & Vicin. PY05 ANNUAL REPORT

Total Participants	2366	Total Exiters	1441
Adult	960	Adult	593
Dislocated Worker	412	Dislocated Worker	415
Older Youth	173	Older Youth	77
Younger Youth	751	Younger Youth	356

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
ADULT	Rate	Rate	Indiv Meas	Prog Area
AD Entered Employment	79%	82%	103%	114%
AD Six-Month Retention	80%	74%	93%	
AD Earnings Increase	\$3,100	\$4,395	141%	
AD Employment and Credential	65%	77%	118%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	86%	91%	105%	140%
DW Six-Month Retention	88%	80%	90%	
DW Earnings Increase	-\$1,800	\$1,107	261%	
DW Employment and Credential	73%	74%	102%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	69%	78%	114%	114%
OY Six-Month Retention	80%	89%	104%	
OY Earnings Increase	\$2,800	\$5,259	188%	
OY Credential	49%	53%	109%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	84%	60%	72%	96%
YY Diploma or Equivalent	77%	74%	96%	
YY Six-Month Retention	62%	73%	118%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OR
<80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

West Central Region PY05 ANNUAL REPORT

Total Participants	629	Total Exiters	233
Adult	245	Adult	91
Dislocated Worker	209	Dislocated Worker	76
Older Youth	50	Older Youth	11
Younger Youth	124	Younger Youth	55

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
ADULT	Rate	Rate	Indiv Meas	Prog Area
AD Entered Employment	83%	80%	104%	121%
AD Six-Month Retention	82%	83%	102%	
AD Earnings Increase	\$3,588	\$5,190	145%	
AD Employment and Credential	66%	88%	133%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	87%	93%	106%	165%
DW Six-Month Retention	93%	89%	93%	
DW Earnings Increase	\$400	\$1,545	386%	
DW Employment and Credential	75%	94%	126%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	75%	100%	133%	123%
OY Six-Month Retention	82%	100%	122%	
OY Earnings Increase	\$2,900	\$5,558	192%	
OY Credential	49%	40%	82%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	86%	94%	109%	134%
YY Diploma or Equivalent	60%	56%	93%	
YY Six-Month Retention	68%	91%	134%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OR
<80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

St. Louis City Region PY05 ANNUAL REPORT

Total Participants	2731	Total Exiters	1583
Adult	1624	Adult	899
Dislocated Worker	270	Dislocated Worker	80
Older Youth	246	Older Youth	150
Younger Youth	591	Younger Youth	454

	NEGOTIATED LEVEL-PY05 Rate	ACTUAL LEVEL Rate	% of PROJECTION Indiv Meas	Prog Area
ADULT				
AD Entered Employment	88%	88%	98%	98%
AD Six-Month Retention	83%	79%	95%	
AD Earnings Increase	\$3,100	\$3,013	97%	
AD Employment and Credential	81%	88%	103%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	95%	93%	98%	201%
DW Six-Month Retention	89%	92%	108%	
DW Earnings Increase	\$100	\$520	520%	
DW Employment and Credential	100%	75%	75%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	89%	90%	101%	115%
OY Six-Month Retention	80%	77%	97%	
OY Earnings Increase	\$996	\$2,364	264%	
OY Credential	62%	62%	100%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	84%	72%	86%	47%
YY Diploma or Equivalent	87%	41%	47%	
YY Six-Month Retention	62%	71%	114%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <80% of projection, OR
<80% any ind. Meas.
black >100% of projection



WIA Performance-EZ

Southwest Region PY05 ANNUAL REPORT

Total Participants	467	Total Exiters	255
Adult	165	Adult	86
Dislocated Worker	146	Dislocated Worker	67
Older Youth	25	Older Youth	22
Younger Youth	131	Younger Youth	80

	NEGOTIATED LEVEL-PY05 Rate	ACTUAL LEVEL Rate	% of PROJECTION Indiv Meas	Prog Area
ADULT				
AD Entered Employment	80%	78%	98%	85%
AD Six-Month Retention	86%	66%	77%	
AD Earnings Increase	\$3,200	\$1,729	54%	
AD Employment and Credential	67%	74%	111%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	84%	71%	84%	152%
DW Six-Month Retention	88%	87%	99%	
DW Earnings Increase	\$1,000	\$3,440	344%	
DW Employment and Credential	73%	60%	82%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	78%	82%	105%	96%
OY Six-Month Retention	80%	100%	125%	
OY Earnings Increase	\$2,800	\$541	19%	
OY Credential	49%	60%	122%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	87%	91%	105%	87%
YY Diploma or Equivalent	77%	67%	87%	
YY Six-Month Retention	67%	72%	108%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <80% of projection, OR
<80% any ind. Meas.
black >100% of projection



WIA Performance-EZ

Ozark Region PY05 ANNUAL REPORT

Total Participants	872	Total Exiters	507
Adult	233	Adult	174
Dislocated Worker	307	Dislocated Worker	204
Older Youth	36	Older Youth	10
Younger Youth	236	Younger Youth	119

	NEGOTIATED LEVEL-PY05 Rate	ACTUAL LEVEL Rate	% of PROJECTION Indiv Meas	Prog Area
ADULT				
AD Entered Employment	82%	80%	105%	98%
AD Six-Month Retention	86%	81%	95%	
AD Earnings Increase	\$3,289	\$2,382	72%	
AD Employment and Credential	67%	81%	121%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	87%	92%	105%	15%
DW Six-Month Retention	92%	92%	100%	
DW Earnings Increase	\$450	-\$1,208	-268%	
DW Employment and Credential	66%	81%	123%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	88%	87%	98%	105%
OY Six-Month Retention	83%	100%	120%	
OY Earnings Increase	\$2,553	\$4,085	160%	
OY Credential	75%	67%	89%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	94%	87%	93%	83%
YY Diploma or Equivalent	64%	53%	83%	
YY Six-Month Retention	70%	65%	92%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <80% of projection, OR
<80% any ind. Meas.
black >100% of projection



WIA Performance-EZ

Central Region PY05 ANNUAL REPORT

Total Participants	2395	Total Exiters	1057
Adult	906	Adult	409
Dislocated Worker	817	Dislocated Worker	436
Older Youth	371	Older Youth	99
Younger Youth	301	Younger Youth	113

	NEGOTIATED LEVEL-PY05 Rate	ACTUAL LEVEL Rate	% of PROJECTION Indiv Meas	Prog Area
ADULT				
AD Entered Employment	88%	81%	95%	109%
AD Six-Month Retention	83%	82%	99%	
AD Earnings Increase	\$3,800	\$5,153	136%	
AD Employment and Credential	70%	75%	108%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	70%	86%	123%	162%
DW Six-Month Retention	89%	91%	102%	
DW Earnings Increase	-\$1,800	\$1,885	305%	
DW Employment and Credential	69%	83%	120%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	82%	84%	102%	110%
OY Six-Month Retention	84%	89%	106%	
OY Earnings Increase	\$4,000	\$5,351	134%	
OY Credential	60%	73%	121%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	88%	82%	94%	116%
YY Diploma or Equivalent	61%	71%	116%	
YY Six-Month Retention	70%	70%	100%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <80% of projection, OR
<80% any ind. Meas.
black >100% of projection



WIA Performance-EZ

South Central Region PY05 ANNUAL REPORT

Total Participants	998	Total Exits	525
Adult	762	Adult	271
Dislocated Worker	722	Dislocated Worker	97
Older Youth	77	Older Youth	38
Younger Youth	237	Younger Youth	123

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
	Rate	Rate	Indiv Meas	Prog Area
ADULT				
AD Entered Employment	81%	78%	96%	106%
AD Six-Month Retention	85%	77%	91%	
AD Earnings Increase	\$3,100	\$3,771	122%	
AD Employment and Credential	68%	70%	118%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	83%	86%	104%	200%
DW Six-Month Retention	86%	84%	98%	
DW Earnings Increase	-\$1,000	\$2,712	474%	
DW Employment and Credential	68%	82%	122%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	64%	67%	104%	122%
OY Six-Month Retention	69%	92%	133%	
OY Earnings Increase	\$2,550	\$4,277	168%	
OY Credential	30%	43%	114%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	84%	82%	99%	134%
YY Diploma or Equivalent	70%	69%	98%	
YY Six-Month Retention	62%	82%	134%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OE
< 80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

Southeast Region PY05 ANNUAL REPORT

Total Participants	1789	Total Exits	1035
Adult	465	Adult	412
Dislocated Worker	550	Dislocated Worker	340
Older Youth	116	Older Youth	39
Younger Youth	658	Younger Youth	244

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
	Rate	Rate	Indiv Meas	Prog Area
ADULT				
AD Entered Employment	80%	71%	89%	106%
AD Six-Month Retention	86%	79%	91%	
AD Earnings Increase	\$3,200	\$4,927	154%	
AD Employment and Credential	66%	60%	91%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	87%	81%	93%	194%
DW Six-Month Retention	93%	89%	96%	
DW Earnings Increase	\$465	\$2,321	499%	
DW Employment and Credential	67%	59%	88%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	68%	62%	91%	97%
OY Six-Month Retention	85%	87%	102%	
OY Earnings Increase	\$2,457	\$2,998	121%	
OY Credential	51%	39%	77%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	90%	79%	87%	100%
YY Diploma or Equivalent	65%	64%	98%	
YY Six-Month Retention	71%	71%	100%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OE
< 80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

East Jackson County PY05 ANNUAL REPORT

Total Participants	773	Total Exits	472
Adult	308	Adult	176
Dislocated Worker	222	Dislocated Worker	179
Older Youth	38	Older Youth	6
Younger Youth	205	Younger Youth	111

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
	Rate	Rate	Indiv Meas	Prog Area
ADULT				
AD Entered Employment	79%	87%	110%	110%
AD Six-Month Retention	80%	75%	94%	
AD Earnings Increase	\$3,100	\$3,243	105%	
AD Employment and Credential	68%	83%	131%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	86%	90%	108%	118%
DW Six-Month Retention	89%	83%	95%	
DW Earnings Increase	-\$1,800	-\$1,150	136%	
DW Employment and Credential	71%	94%	132%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	70%	25%	36%	102%
OY Six-Month Retention	80%	80%	100%	
OY Earnings Increase	\$2,800	\$3,987	142%	
OY Credential	45%	40%	89%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	84%	86%	102%	149%
YY Diploma or Equivalent	80%	78%	97%	
YY Six-Month Retention	67%	100%	149%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OE
< 80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

St. Louis County PY05 ANNUAL REPORT

Total Participants	2858	Total Exits	1284
Adult	1016	Adult	605
Dislocated Worker	1230	Dislocated Worker	545
Older Youth	52	Older Youth	5
Younger Youth	560	Younger Youth	129

	NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
	Rate	Rate	Indiv Meas	Prog Area
ADULT				
AD Entered Employment	72%	80%	111%	106%
AD Six-Month Retention	84%	79%	94%	
AD Earnings Increase	\$3,000	\$3,323	111%	
AD Employment and Credential	70%	75%	108%	
DISLOCATED WORKER	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	84%	86%	103%	109%
DW Six-Month Retention	89%	89%	100%	
DW Earnings Increase	-\$3,000	-\$2,055	132%	
DW Employment and Credential	74%	75%	101%	
OLDER YOUTH	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	65%	50%	77%	82%
OY Six-Month Retention	82%	50%	61%	
OY Earnings Increase	\$2,500	\$4,078	163%	
OY Credential	25%	0%	0%	
YOUNGER YOUTH	Rate	Rate	Indiv Meas	Prog Area
YY Skill Attainment	90%	65%	73%	120%
YY Diploma or Equivalent	80%	65%	82%	
YY Six-Month Retention	69%	78%	120%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <100% of projection, OE
< 80% any Ind. Meas.
black >100% of projection



WIA Performance-EZ

St. Charles County PY05 ANNUAL REPORT

Total Participants	567	Total Exiters	215
Adult	33	Adult	12
Dislocated Worker	496	Dislocated Worker	196
Older Youth	18	Older Youth	12
Younger Youth	20	Younger Youth	5

		NEGOTIATED LEVEL-PY05	ACTUAL LEVEL	% of PROJECTION	
ADULT		Rate	Rate	Indiv Meas	Prog Area
AD Entered Employment		50%	80%	160%	209%
AD Six-Month Retention		50%	67%	133%	
AD Earnings Increase		\$1,500	\$5,004	334%	
AD Employment and Credential		0%	100%	N/A	
DISLOCATED WORKER		Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment		89%	86%	96%	120%
DW Six-Month Retention		91%	90%	99%	
DW Earnings Increase		-\$3,000	-\$157	195%	
DW Employment and Credential		77%	68%	89%	
OLDER YOUTH		Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment		76%	73%	96%	104%
OY Six-Month Retention		80%	83%	104%	
OY Earnings Increase		\$2,400	\$4,854	202%	
OY Credential		76%	79%	103%	
YOUNGER YOUTH		Rate	Rate	Indiv Meas	
YY Skill Attainment		88%	90%	102%	72%
YY Diploma or Equivalent		71%	33%	47%	
YY Six-Month Retention		93%	67%	72%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <80% of projection, 0-6
black <80% any Ind. Meas.
green >100% of projection



WIA Performance-EZ

Jeff/Frank Consort. PY05 ANNUAL REPORT

Total Participants	756	Total Exiters	263
Adult	238	Adult	83
Dislocated Worker	500	Dislocated Worker	96
Older Youth	85	Older Youth	20
Younger Youth	155	Younger Youth	54

	NEGOTIATED LEVEL-PY05 Rate	ACTUAL LEVEL Rate	% of PROJECTION	
ADULT	Rate	Rate	Indiv Meas	Prog Area
AD Entered Employment	85%	81%	95%	115%
AD Six-Month Retention	86%	76%	88%	
AD Earnings Increase	\$8,100	\$5,100	168%	
AD Employment and Credential	77%	62%	111%	
DISLOCATED WORKER				
	Rate	Rate	Indiv Meas	Prog Area
DW Entered Employment	90%	87%	97%	288%
DW Six-Month Retention	88%	84%	107%	
DW Earnings Increase	\$1200	\$1,500	851%	
DW Employment and Credential	85%	82%	99%	
OLDER YOUTH				
	Rate	Rate	Indiv Meas	Prog Area
OY Entered Employment	75%	79%	104%	127%
OY Six-Month Retention	62%	60%	105%	
OY Earnings Increase	\$2,800	\$5,486	232%	
OY Credential	80%	84%	105%	
YOUNGER YOUTH				
	Rate	Rate	Indiv Meas	
YY Skill Attainment	64%	67%	103%	128%
YY Diploma or Equivalent	78%	60%	114%	
YY Six-Month Retention	70%	88%	128%	

Individual Measures:
red <80% of projection
black 80-100% of projection
green >100% of projection

Program Area:
red <80% of projection, 0-6
black <80% any Ind. Meas.
green >100% of projection



The **Wagner-Peyser program** provides a variety of employment-related Labor Exchange services, including job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services, and staff-assisted service delivery approaches. Depending on the needs

of the local labor market, other services may be available, such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops and referral to training. The services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements, skills and other attributes, assisting employers with special

recruitment needs, arranging for Job Fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Job seekers who are Veterans receive priority referral to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, and older workers.

Labor Exchange Performance--PY2005

Region	Active Job Seekers Served	Received Staff Assisted Services	Eligible Veteran Job Seekers	Entered Employment	Entered Employment Rate	Six-Month Retention Rate
Missouri	205,135	168,257	19,727	121,139	63	79
Northwest	13,598	12,428	1,340	6,892	66	78
Northeast	11,449	9,998	1,064	6,177	67	81
Kansas City & Vicinity	20,804	16,873	2,351	14,143	56	75
West Central	15,069	12,940	1,495	7,419	64	78
St. Louis City	22,095	16,567	2,499	11,174	60	78
Southwest	8,844	6,931	1,041	5,363	62	76
Ozark	14,570	12,105	2,087	8,152	69	81
Central	25,017	21,087	3,353	12,503	68	81
South Central	8,022	5,936	840	4,786	62	77
Southeast	21,626	17,225	1,830	11,047	63	77
East Jackson County	8,100	6,616	1,001	5,616	62	78
St. Louis County	27,798	22,215	2,790	18,303	67	83
St. Charles County	5,044	3,759	947	4,029	70	86
Jefferson-Franklin	7,503	5,519	1,091	4,485	66	84

Data Source: DWD PAR

DWD Self-Sufficiency Program Performance--PY2005

	Career Assistance Program	Mandatory Employment and Training (Food Stamps) Program	Parents' Fair Share
Participants Served	36,501	63,537	2,185
Entered Employment	10,332	9,840	708

Services to Veterans

Received Staff Assisted Services	8,553
Total Exiters	7,473
Entered Employment Rate	63%
Retained Employment Rate	80%

Source 9002 B and VETS-200C

Trade Act Performance for PY 2005

	Average Earnings Change	Entered Employment Rate	Retention Rate	Total Number of Exiters
Missouri	-2,211.38	76%	94%	624
National Goal	N/A	70%	85%	N/A

Source: FY2006 TAPR

Reemployment Services

Goals:

Increase the number of UI claimants attending Workforce Linkage workshops by 10%

The rate of Workforce Linkage workshop attendance has increased by 39% compared with PY2004.

Increase the rate of referrals for UI claimants by 5%

The rate of UI claimants referred to employment in PY 2005 was 64% which is an increase in referral to employment of 7% compared to PY2004.

The rate of UI claimant referral to WIA services was 9% during PY 2005, which is an increase of 3% compared to PY2004.

	PY2005 Eligible UI Claimant	PY2004 (ETA 9002 Report Cumulative Report) Comparison
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Total Active Job Seekers	125,518	210,671
Referred to Employment	80,146	119,231
Referred to WIA Services	11,683	12,912
	(9% referral)	(6% referral)

ETA 9048 Worker Profile & Reemployment Services Activity Comparison

Number put in selection queue	14,118	23,250
Number referred to services	11,611	8,219
Percentage referred to services	82%	35%

ETA 9049 Worker Profiling & Reemployment Services Outcomes Comparison Claims Experience for Profiled and Referred Claimants

Number Exhausted Benefits	3,890	3,884
Average Compensated Duration	16.35 weeks	16.8 weeks
Average Benefits Paid	\$3158	\$3270



JobStat

DWD is implementing a new performance management protocol called JOBSTAT which will bring state and local experts together quarterly to proactively identify performance issues and ways to resolve them, moving the system proactively toward continuous improvement. JOBSTAT will make “workforce intelligence” valuable, accessible and understandable. But, more importantly, will provide a process for performance issue detection and intervention throughout the program year. DWD is in the process of forming a JOBSTAT Team composed of state and local performance experts.

The efforts of the JOBSTAT Team will also inform revisions in the workforce case management system. As we move toward a new system, we can glean much information from the existing system in better ways, use that information to begin positive change and identify new, better and more informative needs for a new system. Our vision is that JOBSTAT will focus workforce intelligence toward our goals of Employment, Retention, Earnings and Work Participation.

ACCOUNTABILITY



JOBSTAT—First Report



Time Period: 07/01/06 - 09/30/06

- **Job Order Cycle Time** (Average Time in Days Between Job Order Open and Close Date)
 - Overall Cycle Time: **21 days**
 - Toolbox Cycle Time: **21 days**
 - Great Hires Cycle Time: **20 days**
- **Staff Assisted Cycle Time** (Average Time in Days Between First Staff Assisted Service and Hire Date)
 - Statewide Average: **25 days**
- **Staff Referral Cycle Time** (Average Time in Days Between Job Order Open Date to First Staff Referral Posted on Job Order)
 - Statewide Average: **4 days**
 - Active (Published) Job Seekers in GreatHires.org: **160,778**

Time Period: Q1PY2006

- **Entered Employment Rate** (Time Period reported on 01/01/05 - 12/31/05)
 - Statewide Numerator: **121,207**
 - Statewide Denominator: **191,414**
 - Statewide Percentage: **64%**
- **Employment Retention Rate** (Time Period reported on 07/01/04 - 06/30/05)
 - Statewide Numerator: **119,024**
 - Statewide Denominator: **150,565**
 - Statewide Percentage: **79%**
- **Average Earnings at Six Months**
 - **\$9,760.00**
- **TANF Work Participation**
 - Individuals Subject to Work Requirements: **30,990**
 - Individuals Meeting Work Requirements: **6,034**
 - Work Participation Rate: **19.5%**



Regional Profile: Central Region's Data Tracking in One-Stop Career Centers

Central Region's integrated local data tracking system was designed to track people coming into the Career Centers, what services they receive and how quickly those services are delivered. In this system, the customer enters into a computer their name, social security number and address, and then marks a checklist of services they are interested in receiving. This information is then made accessible to all Career Center staff and partner staff.

During the interview process it may be determined that the customer would qualify for additional services which then could be noted. This local system will reveal data from seven central region Career Centers that can be compiled for a regional report. All center visitors will fill out computer screens on the first visit, and then subsequent visits will be as simple as entering their access number.

The multiple reports from this data tracking system will help guide all local workforce staff in offering better customer service in each of the Career Centers, with real-time tracking of the various services provided. All center traffic can be tracked daily, weekly, monthly, by center or region. There will also be improved decision-making ability at the WIB level, as policy leaders evaluate the data reports monthly.



The **Individual Achievement Awards** honor one individual from each of the workforce region who has been successful in reaching their employment and/or training goals while overcoming significant obstacles. Regional winners have achieved their goals through determination, fortitude, and by accessing the public workforce development system's resources. The Individual Achievement Award winners are an inspiration to those around them and serve as role models to others who find themselves faced with similar challenges.

Each year, the fourteen regional winners are eligible to become the statewide winner, a person that exemplifies personal dedication and desire and places themselves in a position of excellence. This year's statewide winner was David Adams (*pictured here*), a citizen of the South Central Region that overcame tremendous personal challenges to land a successful career. When David came into the Hartville Ozark Action, Inc. outreach office, he was excited about becoming a paramedic. He submitted his paperwork to the selection committee but was not accepted due to financial reasons. Fate intervened on David's behalf when his stepfather had a heart attack and David was able to resuscitate him. His stepfather recovered and insisted that David pursue his dream and paid for the EMT training.

David completed his training at Texas County Technical Institute (TCTI) and soon applied for Paramedic training. He was receiving food stamps and temporary assistance when his application for

training was accepted. David was dually enrolled into WIA and the CAP program and began his training at TCTI while working as a part-time EMT. In January 2004, David lost his home and two children in a deadly fire. David struggled and with great difficulty returned to his Paramedic training. He was behind in his clinical hours but continued to work hard in making up for lost time and hours. He was making progress when he was injured in a motorcycle accident. Recovery took time and David was again behind in his school work. By the summer of 2005, David asked for additional time for completing his clinical hours and was granted his request. But in August his wife was involved in a serious traffic accident. David had to care for his wife while she recovered from several surgeries. He was finally able to complete his hours and gain his certification. Prevailing despite all these circumstances, David now works as a Paramedic with Texas County Memorial Hospital, is an active volunteer for the Red Cross, and a motivational speaker.

The **Harlan "Mac" McGinnis Workforce Professional Award** is presented to a person who exhib-

its the qualities of an exceptional Workforce Development Professional. The award recognizes individuals who have made significant contributions to the profession and have demonstrated outstanding skills in customer service and leadership. These individuals have also provided direction, guidance, inspiration, and motivation to Missouri's workforce and business community.

This year's winner was Diana Voelker. As the Division of Workforce Development Regional Manager for the Jefferson-Franklin Consortium Workforce Investment Board, Diana has been a leader in providing outstanding service to customers. Diana has over 30 years experience with the Division, working on the front line as a counselor and supervisor and most recently as a regional manager. With the introduction the Workforce Investment Act (WIA), Diana played an instrumental role in developing new concepts such as the resource center and in bringing a variety of services to the Career Center. Diana makes many contributions to the community and partner agencies by serving on numerous boards and advisory committees.



(l to r) MTEC Acting Chair, Dr. Lew Chartock, DWD Director, Rod Nunn, Ms. Voelker, and DED Director Greg Steinhoff

Individual Achievement Award Winners



Lindsey Nations - Central Region

As a Youth Career Consultant for the Central Ozarks Private Industry Council (COPIC), Lindsey provides to others the many services that she once utilized herself. With the assistance of the Workforce Investment Act (WIA) and Career Assistance Program (CAP) programs, Lindsey's motivation and hard work enabled her to achieve a Bachelor of Science Degree in Psychology from Drury University. She now provides unique and valuable assistance to disadvantaged youth.



John Atherton - East Jackson County Region

John has faced adversity throughout his search for a new career. He was laid off from his job as an instructor. John enrolled in Computer and Information Systems training. He frequently met with his counselor and Career Placement Specialist in the Career Center and was able to obtain employment as an instructor at Wright Business College.



LaDonna Reaves - Jefferson/Franklin Consortium

LaDonna was the sole supporter for her family. She enrolled into the Career Assistance Program. She completed computer courses at Jefferson College and then entered the paralegal program at Stanford Brown College. She graduated from the paralegal program and was hired by the Jefferson County Prosecutor's office.



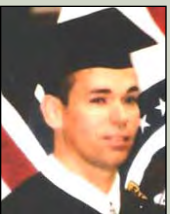
Leaster Alexander - Kansas City and Vicinity Region

Leaster was living in a shelter when she met with a counselor with the Full Employment Council (FEC). She found part-time employment with the United Way 2-1-1. Her employer soon increased her hours to full-time, when Leaster proved how dedicated she was to her job. She never gave up hope that she would obtain employment, and she never gave up on her dreams: she is currently pursuing training in the culinary arts field.



Tracie L. Bliefert - Northeast Region

After receiving housing assistance, food stamps, TANF, and Medicaid for herself and her children, she found employment, earning enough to get by. Tracie met with a career counselor and set her educational and employment goals. Tracie was accepted into the LPN program at Moberly Area Community College. Tracie graduated from the LPN program and passed her state board exam. She is now self-sufficient and plans to continue her education by returning to school to become a Registered Nurse.



Chad M. Brown - Northwest Region

The company Chad was employed with for 14 years closed its doors, leaving him without an income. With assistance from the Trade Readjustment Act, WIA Dislocated Worker Program, and TANF, he enrolled in education courses at Missouri Western State University. Chad graduated with his Bachelor of Science Degree in Elementary Education. He is currently teaching 6th grade for the St. Joseph School District.



Marilyn Benford - Ozark Region

New to the area, Marilyn came into the Missouri Career Center to find a full-time job so she could become self-sufficient. Marilyn noticed a job opening on GreatHires for an environmental service position with Missouri State University. She was hired with full employee benefits. She takes great pride in knowing she is now providing for her family and that she was able to achieve her goal.



Rebecca L. Dillard - Southeast Region

Rebecca received career counseling from East Missouri Action Agency and the Private Industry Council. Enrolled in the WIA Adult and Welfare to Work programs, Rebecca began attending occupational therapy classes at Maryville University in St. Louis. Rebecca completed her training and is now an Occupational Therapist.

**Peter Cowles- Southwest Region**

Peter is an outstanding WIA youth client. Peter got a job at Wal-Mart but was not able to support himself and attend school. He enrolled in the GED options program and passed the exam. He began working for La-Z-Boy and recently purchased his first home.

**Theresa Juenger - St. Charles County Region**

After 24 years as a flight attendant, Theresa was laid off. She registered for the Dislocated Worker Program. She researched training options and settled on Real Estate as her career choice. She enrolled in the Real Estate Appraisal program at St. Charles Community College and upon completion joined Coldwell Banker Gundaker.

**Keisha Malone - St. Louis City Region**

Keisha registered for services through the Career Assistance Program (CAP). She was already enrolled in the Information Technology Program at Ranken Technical College. With the continued help and encouragement of a career specialist, Keisha graduated with an Associate's Degree in Information Technology, and found a job with Tricour Braun. She has returned to school at Webster University to pursue a bachelor's degree in Computer Science.

**Antoine Smith - St. Louis County Region**

Antoine has a disability, but didn't let that limit him. With tutoring and night school, he received his diploma. Antoine served over 200 hours as a volunteer at the Career Center. His hard work and dedication led to a 6-month work experience assignment as a Maintenance Assistant. At the end of his work experience assignment and with help from the Career Center staff, Antoine got a job with the Riverview Gardens School District in the maintenance department.

**Kelsey McCune - West Central Region**

Kelsey enrolled in State Fair Community College as a Criminal Justice major. She began frequenting the Career Center and enrolled in the Career Assistance Program. Her hard work earned her a BA in Criminal Justice and she is now a Deputy Juvenile Officer.



She acts as the “go to” person for administrators and case managers providing input on ways clients with disabilities can enhance their job placement opportunities. In addition to providing all the DWD services, her offices operate as service providers for the Workforce Investment Act (WIA) Adult, Dislocated Worker and Youth programs as well as the Career Assistance Program (CAP). Under her leadership and hard work, the region has repeatedly met or exceeded all WIA Title I performance outcome measures. Diana continues to provide back-up support for staff by working directly with customers when needed. Diana brings a wealth of knowledge and experience to the region and she is a model of professionalism in the day-to-day operation of the Career Center.

The **Outstanding Services to Veterans Award** is presented each year to winning nominees for excellence and partnership in the delivery of service to veterans. The award provides recognition of LVER, DVOP, Career Center and partner staff or groups of staff who demonstrate excellence in the provision of services to veterans. All LVER, DVOP and Career Center staff and partners providing services to veterans are eligible for the award. Additionally, groups of staff who collaborate to provide service to veterans are eligible. In instances where groups of individuals are selected as awardees, both the group and individual will be recognized.



This year, the following winners (pictured above with DWD Veterans Coordinator Rodney Henry, third from left) received recognition at the Annual DOL Veterans' Salute in Washington DC: Jim Cole, LVER, St. Joseph; Michael Essary, LVER, Poplar Bluff; Michael Meade, LVER, Independence and Harold Stanton, LVER, Hannibal. John Benson, LVER, Warrensburg and Leah Piland, LVER, Clinton, won as a team.

Three new awards were added this year in an effort to reward those accomplishments that embody the innovative, forward looking work that's underway to help ensure that Missouri's workforce system is responding to the needs of business and industry.

The **Director's Leadership & Innovation Award** honors a workforce leader who has championed the design and application of new products and processes to strengthen a region's workforce and has made contri-

butions that significantly benefit the broad spectrum of the workforce system.

This year's award went to Becky Steele, Director, Northwest Region Workforce Investment Board in Trenton, MO (pictured to right with Director Nunn). As Director, Steele's extensive experience in the non-profit arena, coupled with her ability to envision



new and innovative ways to serve the job seeker and business customers has attributed to the success in her region as well as in the State of Missouri. Serving as an independent management consultant, she has provided training and technical assistance to over two dozen private non-profit corporations. Steele conducts lead Program Management as part of the federal Head Start monitoring process focusing on Native American Programs. She is an exceptional ambassador for the workforce system and the Northwest Region consistently leads the State in performance and innovation.

The **Service Excellence Award** recognizes initiatives that have effectively served unique populations in the workforce system and have developed non-traditional pipelines to enhance economic opportunities for hard-to-serve populations. The winner was Project Prepare, a joint initiative with the Kansas City & Vicinity and Eastern Jackson County Workforce Investment Boards. Project Prepare is an initiative with the goal of providing women, minorities and economically disadvantaged individuals career opportunities in the construction trades industry. The collaboration between the Greater Kansas City AFL-CIO, the Builder's Association, the United Brotherhood of Carpenters and Joiners of America, the Heavy Constructors Association of Kansas City, the National Electrical Contractors association and the Full Employment Council (FEC) resulted in 60 applicants chosen to begin the pre-apprenticeship program, of which 38 obtained jobs with union contractors in the construction field. The City of Kansas City has agreed to fund Project Prepare for the next two years at \$200,000 per year.



Regional partners are pictured above, with USDOL Region 5 Administrator, Byron Zuidema (left front), Director Nunn, and Full Employment Council CEO, Clyde McQueen (right front and above).

The **Collaborative Excellence Award** is presented to a group of partners who have formed strategic alliances and have designed new initiatives to drive integration among workforce, economic development and education systems resulting in solutions leading to a positive workforce transformation.

The award winner was “Another Smart Move,” Northwest Missouri (St. Joseph Chamber of Commerce – lead collaborator). This program bridged the gap between economic development, education, and the workforce development system by establishing a “think-tank” to communicate the need for and the value of life-long learning. This think-tank environment transformed the community’s perceived value of education as evidenced by 39 employers who have signed letters of commitment to life-long learning. In addition, there are billboards, television spots, and newspaper ads throughout the region promoting the life-long learning concept.



Pictured here are regional partners, flanked by MTEC Executive Director, Rose Marie Hopkins (left), and Director Nunn (right).

Missouri’s Jobs for Missouri Graduates Receives National Award

In 2006, staff from the Division of Workforce Development attended the Jobs for America’s Graduates’ (JAG) 23rd Annual National Training Seminar in Atlanta, Georgia, where Missouri received eight (8) JMG awards for “Outstanding Specialists” and “Successful Local Project First Year Implementation.”



DWD Employee of the Month

This web-based ‘Star Search’ program allows co-workers to nominate DWD employees who are doing an exceptional job. With an electronic nomination form, on-line voting process, and intranet posting of the winner—coupled with an award of administrative leave, this program has been very successful in fostering excellence and productivity among workforce staff in an efficient way.

The 2006 winners are: July-Christine Gardner ; August-Ralph Rodabaugh; Sept-Joe Herigon; Oct-Betty Townson; Nov-James Ritchie; Dec-Herald Bullock.

DWD in the News:

2006 was the best year yet for getting public awareness of DWD’s valuable new services. Numerous initiatives were published in State and DED press releases and the National Association of State Workforce Agency’s ‘e-lets’ and NewsWire bulletins. These releases triggered a lot of media curiosity from newspapers and national publications, as well as radio and television stations.

Here is a sample:

- DWD’s Alchemy SISTEM solution was featured in the Employment and Training Reporter and the MissouriNet statewide radio network.
- DWD’s LWIB Benchmarking Initiative was featured in the Employment and Training Reporter.
- The *Kansas City Star* covered MERIC’s distinction of being first in nation initiative to merge occupational projections with WorkKeys data.
- The Missouri Career Readiness Certificate was picked up by the *Associated Press* and the *Kiplinger Letter*, and was featured on KXBC TV in Maryville.
- DWD’s Disability Navigator Program was featured in the *Disability Funding News*.
- Southwest Region Career Center services were featured in the *Joplin Business Journal*.
- Articles about DWD initiatives, as well as interviews with DED Director, Greg Steinhoff, and DWD Director Rod Nunn were showcased in the *Missouri State Post*.
- An article about Career Center services and the local economy was featured in the *Springfield News Leader*.
- Training services underway in the Southeast Region were featured on KFVS TV in southeast Missouri.
- DWD and FEC’s Early Warning Networks were featured in the *Kansas City Business Journal*.
- The *Joplin Globe* featured a local perspective on our Jobs for Missouri Graduates program.
- Governor Blunt’s proclamation of May, 2006 as Workforce Development Professional Month resulted in a television segment on Mid-Missouri’s NBC affiliate, KOMU.
- State Individual Achievement Award winner David Adams (see Workforce Excellence Award section) was featured in the January, 2007 issue of *Rural Missouri Magazine*.
- Missouri Career Center customer Kevin Strauss-er was featured in the US Department of Labor’s *FY 2006 Performance and Accountability Report*. After receiving services, this former dislocated worker landed a rewarding job at St. John’s Medical Center, where he was accepted into the Critical Care Fellowship Program. Earlier in 2006, he was deployed to Iraq, and is now proudly applying his skills while defending his country.

NOTE: In a further effort to enhance communications throughout Missouri’s workforce system DWD developed an electronic Workforce Weekly publication, emailed to workforce staff by way of a list serve.



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